

City of Murfreesboro

Annual Budget for FY 2015-2016



FRONT COVER

Murfreesboro 2035 is a two-year comprehensive planning process to plan for the next 20 years of growth and development for the City of Murfreesboro. Partners in the plan include the City residents, local business owners, and community leaders. The final result of the two-year planning process will be a community guidebook that specifies policy, program and project initiatives for the City. The plan elements include major functions of the City, including transportation, land use, housing and neighborhoods, parks and recreation, public facilities, historic preservation, and economic development with a focus on population and infrastructure.

The City has approached this plan by using a high-tech and high-touch approach to engage the community throughout the planning effort, including a grassroots marketing campaign, community meetings, workshops and the use of technology to gather citizen input. The intent is to reflect the community's values and traditions, while simultaneously exploring opportunities and best practices for growth, redevelopment and enhancement.

The collage of photos on the front budget cover was taken at the community kick-off meeting at the beginning of the planning process. It was the first of several meetings held this year for the report findings, introduced in Chapter format, to be presented to the community.

The Chapters include:	1)	Planning Context
	2)	Growth Capacity
	3)	Mobility
	4)	Land Use
	5)	Housing and Neighborhoods
	6)	Parks 7 Natural Resources
	7)	Economic Development
	8)	Implementation

The Comprehensive Plan serves as a “blueprint” for future growth in Murfreesboro. It includes maps and policies that describe how land may be used and the public infrastructure (such as streets, water and sewer) needed to serve them.



Fiscal Year 2015-2016

Operating Budget

City Council

Shane McFarland, Mayor

Doug Young, Vice-Mayor

Madelyn Scales Harris

Rick LaLance

William Shacklett

Eddie Smotherman

Ron Washington

Robert J. Lyons, ICMA Credentialed Manager (CM)

City Manager

James H. Crumley, ICMA Credentialed Manager (CM)

Assistant City Manager

Melissa B. Wright, CPA

Finance Director

Erin E. Tucker, CPA

Assistant Finance Director

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BUDGET MESSAGE

May 15, 2015

Honorable Mayor McFarland and Members of City Council:

RE: Proposed FY 2016 Budget

In accordance with the City Charter and on behalf of your management team, I am respectfully submitting the City's Proposed Budget for Fiscal Year 2015-16 (FY 2016). This proposed budget provides the financial resources while our team provides the heart and soul of the work of the City. It has been a busy FY 2015 and next year promises to be faster, busier and even more successful.

"READY, SET, GO! OUR FUTURE BEGINS NOW"

Ready

In a race, runners hear the command to begin the race. The beginning of the command advises the runners that the action is about to begin. Last year's theme had a planning focus and advised our team the race was about to begin. So, through the past year, we prepared for the race and made significant advances for our community.

Set

The many planning efforts are either complete or nearly complete. The Gateway project landed M-Tek/Kasai, a new corporate headquarters and the innovative, mixed-use project The Fountains.

The new financial software and human resources software will go live in FY 2016 and it has required programming, charts of accounts, new policies, training and testing.

The plans to transform the former Murfreesboro Medical Clinic into the Police headquarters are taking shape and the project will bid in the coming year.

Murfreesboro 2035 has engaged the community about its future and analyzed growth, infrastructure capacity, housing and parks and recreation this year. The plan is built upon the principles of participation, inclusiveness, cooperation, responsibility and design. Murfreesboro residents will present a bold vision that will reinforce and strengthen the City's position as an innovator, as a proactive local and regional partner and steward of a rich historical, cultural and physical landscape.

In all these things and more, we have set in motion things that will fundamentally improve the future of our city. We are ready to run!

Go

A marathon runner trains by running hundreds of miles to build a foundation for the long race ahead. The City has foundation from the hard work of our residents, business community, educational institutions, economic development professionals and city employees. As you will see in the pages of this budget, our training, preparation and these financial resources will allow us to run a great race.

PRIORITY 1: SAFE AND LIVABLE NEIGHBORHOODS

Highlights

- New police personnel to aggressively target human trafficking and prostitution
- Beginning construction of the new Police HQ and Public Safety Training Facility
- Progress toward full implementation of a 700 MHz two way radio system for public safety
- Fully implementing new patient care reporting software in Fire & Rescue
- Beginning construction of the Stones River Greenway extension to Barfield Crescent Park
- Study the creation of an arts district along the Highland Avenue corridor
- Complete city-wide design guidelines

The City's first goal remains safe and livable neighborhoods. The Police Department continues to be the City's largest operating department. The proposed Police Department budget includes funding for two new police officer positions and a sergeant and two detectives to address the growing problem of human trafficking and prostitution. It continues several targeted enforcement efforts, including automated red lights, traffic and gang eradication.

The Fire and Rescue Department's transition to Basic Life Support (BLS) is making an impact in our community. The opening of Station 10 (Veterans Parkway) has been postponed another year after analysis showed it would have only responded to 246 calls for service during the 2014 calendar year. The station will eventually need to be opened; however, the limited number of calls warrants waiting at least one more year.

Continuing our focus on livability, the new Adams Indoor Tennis Complex is scheduled to open June 15, 2015. The partnership between the City, Middle Tennessee State University and the Christy-Houston Foundation is about to deliver the finest indoor tennis facility in Middle Tennessee.

There have been dramatic increases in level of service by the Street Division. Additionally, our Rover bus system reports over a quarter million rides per year.

PRIORITY 2: STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

Highlights

- Maintaining the existing level of effective property tax rate, which is the 17th consecutive year without a property tax increase.
- Study tax increment financing districts as a method to encourage re-development in specific targeted areas
- Deploying new financial and human resources software
- No health insurance premium increase proving that the new provider, wellness program and an engagement workforce are making a difference
- Recruiting new jobs and employers to the Gateway
- Attracting tournaments to the indoor tennis complex in conjunction with Middle Tennessee State University, increasing even more a robust sports tourism economy
- Partnering with the Rutherford County Chamber of Commerce in workforce development
- Constructing Joe B. Jackson Parkway, Veterans Parkway and Middle Tennessee Boulevard

The City continues to be strong financially. According to the last audit (FY 2014), the City's actual General Fund revenues exceeded expenditures by over \$3.5 million. The General Fund Balance is \$56.2 million in reserve, or 47% of one year's revenues available to meet financial obligations.

The City adopted comprehensive financial policies in 2010, which establish various performance measures. A comparison of the City's financial position against its policies shows that the City remains well managed and that its financial condition is strong. For instance, the City will pay off 92 percent of its debt in the next 10 years and is within the policies in terms of debt versus assessed value, debt per capita, variable debt ratios and debt as a percent of budget.

Fund Balance

In the past ten years the City has budgeted annually from \$1.5M to \$4.8 million from fund balance to balance the General Fund's annual operating budget. This year's budget recommends using \$3.6 million.

In that same period, the City has actually used fund balance to close only twice and it is anticipated by this budget's estimates for FY 2015 revenue and expenditures that fund balance will increase by over \$1.1 million dollars.

PRIORITY 3: EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

Highlights

- Recognizing our employees as our customers and better engaging them in the workplace
- Selecting new land development management software for Planning and Building and Codes
- Continuing "Service Excellence," the City's customer service training program for City employees
- Converting CityTV to High Definition (HD) through a grant from Comcast
- Increasing employee participation in wellness programs
- Construct a new headquarters for Rover
- Repaving \$2 million in City streets from State gasoline taxes
- Complete Americans with Disabilities (ADA) improvements at City Hall
- Develop a shop and restrooms for Bloomfield Links

City Council remains focused on customer service. A Customer Service Survey form, which will be made available to residents and customers to provide feedback on our performance was also approved by Council.

Service Excellence training and the STARS program continue to be two additional areas that we invest in our employees.

PRIORITY 4: ENGAGING OUR COMMUNITY

Highlights

- Utilizing an on-line community discussion board such as the comprehensive plan's Mindmixer site
- Using social media, technology and neighborhood meetings to develop the comprehensive plan
- Conducting of neighborhood meetings on critical issues
- Holding the third session of the Citizens Academy
- Interviewing city employees about their goals, needs and ideas
- Utilizing a customer service form to get feedback on our performance

The City already communicates with our residents in many ways. City TV, the City's website, press releases, Parks and Recreation user surveys, neighborhood open houses, public hearings, presentations to civic groups, and Citizen Police and Fire academies are among the many ways the City reaches out to our residents and listens to our citizens. The City's use of Facebook, Twitter and a homepage that received over 1.8 million hits are helping the City provide useful information to its residents.

REVENUES OVERVIEW

Budgeted FY 2016 General Fund revenues total \$130,337,835, which is an increase of 6.4 percent over FY 2015 budget.

EXPENDITURES OVERVIEW

Budgeted FY 2016 General Fund expenditures total \$134,003,927, which is an increase of 5 percent over FY 2015.

There are several changes. In FY 2015, the General Administration budget included City Council, City Manager's Office, Finance Department, and other expenditures common to all departments. In FY 2016, these have been separated. This was a change contemplated for several years and the change in new software prompted it to occur this year.

EMPLOYEE COMPENSATION AND TOTAL REWARDS

Pay increases

At the time of budget preparation, Council is reviewing the proposed Classification and Compensation Study. In conjunction with it, the proposed budget recommends a 4 percent across-the-board increase (for employees who have not met the top of their range) as well as adjustments to minimum pay and adjustments to maximum for some employees as calculated by MAG.

The City has led the surveyed Tennessee cities in pay increase during the past four years. I expect that the proposed 4 percent increase will likely lead the state again.

Longevity Pay

The Proposed FY 2015 budget includes the normal longevity pay of \$60/completed year of service.

Retirement Plans

The City initiated a defined contribution plan (retirement plan) on July 1, 2010 to replace the traditional defined benefit retirement (pension plan) for City employees. At the current time, there are over 170 employees in the new retirement plan. It requires employees to contribute 3% of salary to the program, with the City matching equally. Employees may contribute up to an additional 5% of salary, with the City matching 100% of their contributions.

The defined benefits retirement plan continues to be stable and funded at actuarially prescribed rates. The recommended percentage of salary for the defined benefits plan is unchanged at 12.32 percent.

Health Insurance

Good news. Due to the structural changes made to the health insurance and the introduction of the wellness plan, there are no health insurance premium increases proposed for FY 2016.

NEW POSITIONS

As is the case each year, departments requested new positions, but not all of the positions are included in the Proposed Budget. Other requests are not recommended for funding during the balancing of the budget.

Full-time

Below is a spreadsheet summarizing the new positions in the Proposed Budget. As mentioned above, I am recommending new police officers to form a second Directed Patrol unit.

Department Name	Position	Salary	Benefits	Equipment/Operating Costs	Total Impact	Part-Time/Full-Time
Finance & Tax	Accounting Specialist	35,575.00	18,143.25	1,750.00	55,468.25	Full-time
Purchasing	Purchasing Agent	35,500.00	18,105.00	1,500.00	55,105.00	Full-time
Police	Police Officer (X2)	69,286.00	35,335.86	15,000.00	119,621.86	Full-time
	CID-Detective Vice Unit (X2)	82,018.56	41,829.47	9,000.00	132,848.03	Full-time
	CID-Detective Sergeant Vice	47,428.68	24,188.63	4,500.00	76,117.31	Full-time
Engineering - Street Division	Project Engineer - Site Plan (50% Stormwater funded)	58,000.00	29,580.00	3,000.00	90,580.00	Full-time
	Project Intern--two semesters	6,750.00	516.38	1,500.00	8,766.38	Part-time
	Street Sweeper/Equipment Operator (Stormwater)	40,808.00	20,812.08	500.00	62,120.08	Full-time
Transportation	Assistant Director	70,000.00	35,700.00	2,500.00	108,200.00	Full-time
Senior Center	Administrative Support Specialist	24,079.00	12,280.29	1,900.00	38,259.29	Full-time
Fleet	Chief Mechanic	56,950.00	29,044.50	2,500.00	88,494.50	Full-time
Recreation	Assistant Program Coordinator - Bradley Academy	22,160.32	1,695.26	250.00	24,105.58	Part-time
	Custodian (x2) - Bradley Academy	31,356.00	2,398.73	250.00	34,004.73	Part-time
	Facility Attendants (x2) - Bradley Academy	26,572.00	2,032.76	250.00	28,854.76	Part-time
Urban Environmental	Assistant Director	43,242.00	22,053.42	2,500.00	67,795.42	Full-time

BUDGET PRESENTATION

Government Finance Officers Distinguished Budget Presentation Award

The City has won 4 consecutive Distinguished Budget Presentation Awards and we will seek our fifth with this budget. This is a companion to the award the City has won for 16 years for our annual audit.

GFOA states that, “since 1984, the Distinguished Budget Presentation Awards Program recognizes exemplary budgeting practices among governmental entities in the US and Canada....and promotes improvements in public sector budgeting and enables governments of all sizes to provide citizens and other stakeholders with clear, understandable and complete budget documents.” Budgets are evaluated in four major categories: as a policy document, a financial plan, an operations guide and a communication device.

ACKNOWLEDGEMENTS

Last year, Council approved the creation of a new position in Finance, the Reporting & Compliance Manager, to provide additional resources in developing the budget. Ana María Stovall was selected for the position and has excelled. Her skills, effort and hard work have made a difference for all of us. As always, department heads, assistant managers and administrative staff work long hours developing their budget requests. Melissa Wright and Erin Tucker have a huge workload in deploying the new financial software, but worked extra hours towards budget. Jim Crumley loves budget and it shows. The classification and compensation study contained the new salary information and Glen Godwin and the Human Resources staff were great.

Once your review is complete, the real work of the budget is accomplished by the outstanding men and women who work for the City. It is important to note that there have been many substantial changes. A new upcoming pay plan. Financial software. Human Resources software. Centralized purchasing. And more. There are many new routines, processes and programs to learn and we don't discount the challenges brought on by these. Our team has been up to the task and for that, we are all grateful.

A budget is a work plan. We hope this meets with your expectations and look forward to your close review. Ready, set, go!

Robert J. Lyons
City Manager

COMMUNITY PROFILE

History

In 1811, the Tennessee State Legislature established a county seat for Rutherford County. The town was first named "Cannonsburgh" in honor of Tennessee politician Newton Cannon, but was soon renamed "Murfreesboro" for Revolutionary War hero Colonel Hardy Murfree.

As Tennessee grew westward, it became clear that having the state capital in Knoxville would be a burden to those who had to travel from the western end of the state. In 1818, Murfreesboro became the capital of Tennessee until 1826, when Nashville became the state capital.

On December 31, 1862, the Battle of Stones River, also called the Battle of Murfreesboro, was fought near Murfreesboro between the Union Army of the Cumberland and the Confederate Army of Tennessee. This was a major engagement of the American Civil War. Between December 31 and January 2, 1863, there were 23,515 casualties. It was the bloodiest battle of the war based on percentage of casualties. Stones River National Battlefield is now a historical site that brings in many tourists to Murfreesboro.

Murfreesboro had begun as a mainly agricultural community, but by 1853 the area was home to several colleges and academies, earning it the nickname "Athens of Tennessee". Despite the trauma of the Civil War, by the early 1900s its growth began to regain momentum, in contrast to large areas of the South. In 1911, the state created Middle Tennessee State Normal School, a two-year school for training teachers. There was a subsequent merger with the Tennessee College for Women. In 1925 the school was expanded to a four-year institution. During and following World War II, it grew and evolved to become Middle Tennessee State University in 1965. MTSU now has the highest undergraduate enrollment in the state.

World War II resulted in Murfreesboro beginning to move away from an agriculture-based economy and diversify economically with industry, manufacturing, and education contributing significantly. Since the end of World War II, growth has been steady giving rise to a stable economy. Murfreesboro has enjoyed substantial residential and commercial growth, with its population increasing 160% between 1990 and 2014, from 44,922 to 117,044.

CITY OVERVIEW

The City of Murfreesboro (or the “City”), county seat of Rutherford County, is located at the geographic center of the State of Tennessee approximately 35 miles southeast of Nashville, the state capitol. The City’s corporate boundary encompasses 55.94 square miles. The US Census Bureau estimated the 2013 population to be 117,044, an increase of 7.6% when compared to the certified census of 2010. Murfreesboro’s population growth continues to be strong and is on pace to make Murfreesboro the fifth largest city in Tennessee by 2020. The city is part of the Nashville Metropolitan Statistical Area, which includes thirteen counties and an estimated population of 1,757,912.

Although Murfreesboro is sometimes considered a suburb or exurb of Nashville, Tennessee, at 35 miles it is far enough away and has a large enough population to maintain a separate identity from its larger neighbor. It is Tennessee’s fastest growing major city and one of the fastest growing cities in the country, with a population growth from 68,816 to 117,044 between 2000 and 2013, a change of 70%. The city is also home to Middle Tennessee State University, the largest undergraduate university in the state of Tennessee, with a total student population of approximately 23,000 students.

The City offers a wide range of housing options and safe neighborhoods. There are both high quality new subdivisions and well established neighborhoods with mature trees, as well as zero lot line homes and condominiums.

The City and Rutherford County have a full range of educational opportunities, from pre-kindergarten through graduate school. The City and County school systems rank among the best systems in the state. Middle Tennessee State University, which provides a \$250 million impact on the region, offers many quality-of-life enhancements, from arts to sports, and adds thousands of new employees to the City’s work force every year.

The community has a work force that is skilled, educated and hard-working. Its diverse economy includes corporate headquarters, technology firms and manufacturing. In addition to national companies such as National Healthcare Corp., State Farm and General Mills, the City is home to entrepreneurs and locally owned retail stores, as well.

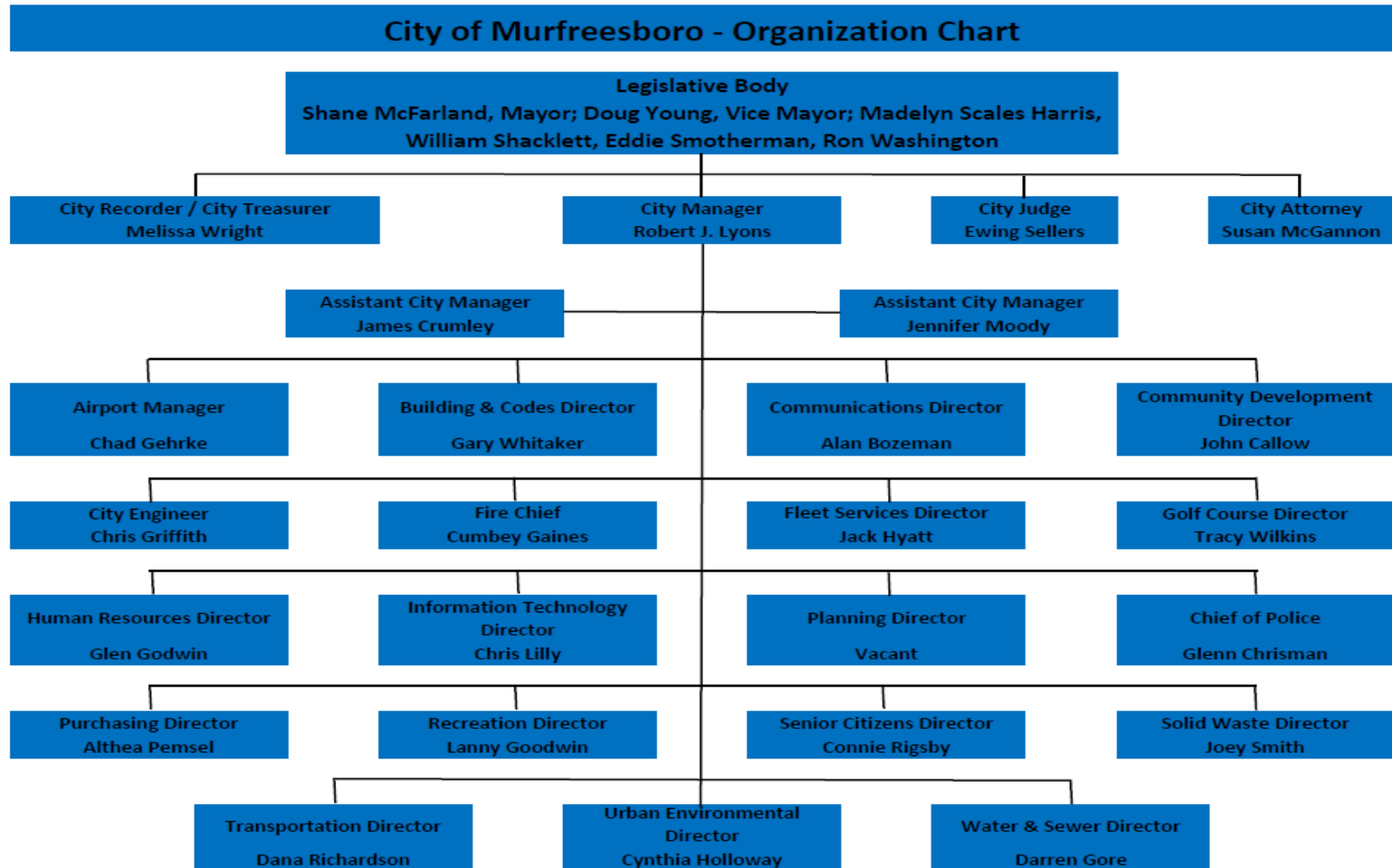
There is also a wide variety of places to play and shop. The City’s parks, community centers and Old Fort Golf Course are outstanding. Because of the central location, Murfreesboro has become a regional center for retail, medical services and tourism. The City has a commitment to quality living and planning. Murfreesboro has more than 1,000 acres of parkland, one of the highest percentages of municipal acreage devoted to parks in the State of Tennessee. In addition to the ten parks and five community center complexes within the City, the citizens of Murfreesboro enjoy 10 miles of Greenway trails, including the new Gateway trail and island with its gazebo, reception center, and pond with waterfalls.

The City has grown and prospered because residents, developers and local government have worked together: to educate their children, to keep the crime rate low, to provide exceptional parks and recreational facilities, to assure clean and attractive neighborhoods and business districts, and to exercise strong leadership in both land use policies and financial planning. The result of this planned approach and teamwork is a City that is known for its strong economy and also for the quality of life its citizens enjoy.

GOVERNMENTAL STRUCTURE

The City operates under a Council-Manager form of government. The governing body is the City Council, which consists of a Mayor and six council members who serve four-year terms of office. Non-partisan elections for City Council are held in even numbered years on a staggered basis. City Council members are elected at-large. The City Council is responsible for adopting ordinances, the annual budget, appointing committees and establishing policies. The City Council appoints a City Manager, who has the day-to-day responsibility of operating the City. Through various departments, the City Manager is responsible for providing and maintaining the essential services of the City. The City employs approximately 947 full-time and 350 part-time employees. The employees are managed through a structured personnel and administrative system, coordinated by the City Manager. Each job has been carefully defined and ranked within a comprehensive and aggressive pay and classification schedule. Job market assessments and review of the compensation and classification system are done periodically. Individual salary increases are affected once a year based on the budgeted general increase. Collective bargaining does not exist with respect to the City's employment.

ORGANIZATIONAL CHART



FINANCIAL INFORMATION

The City Recorder/Finance Director (the "Recorder") is responsible for the financial management of the City and reports to the Mayor, City Council and the City Manager. The Recorder's responsibilities include accounting, financial reporting, investing of City funds, data processing, research analysis, budget and administrative services. Other responsibilities include reporting on performance measures, producing the City's budget document, monthly and quarterly financial monitoring and reporting, fiscal forecasting and planning, and financial and policy analysis.

BUDGET AND APPROPRIATIONS PROCEDURES

The City's financial plans are set forth in the annual capital and operating budgets which reflect the projections of all receipts from and disbursements to all sources. Under provisions of the City's Charter, the Mayor and City Council annually enact by ordinance the operating budgets of the various funds by June 30. The budgets of these funds constitute legal spending limits. The final budget is printed and made available to the Council, the City Manager, the staff and all citizens. Important excerpts are printed in the local newspaper and on the City's website, www.murfreesborotn.gov. Budgets are amended by resolution of the Mayor and City Council authorizing expenditures of various funds received within the total dollar limitations of the Budget Ordinance.

FINANCIAL REPORTING

The City maintains a financial reporting system which provides timely and accurate reports of revenues, expenditures, and financial position. The City's financial statements are audited annually by independent certified public accountants.

The City's Comprehensive Annual Financial Report was last awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada (GFOA) for FY 2013. The Certificate of Achievement is the highest form of recognition for excellence in state and local government financial reporting. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. The City has consistently received the GFOA Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report for the past fifteen consecutive financial reporting periods.

Financial Policies

Murfreesboro City Council adopted a resolution on September 2, 2010 that sets financial policies assuring credit rating agencies, bond holders and residents that the City remains committed to sound financial management and fiscal integrity. These policies were updated by City Council on November 3, 2011 and they cover budget, capital improvement planning, reserves, debt, cash management and investments.

Many of the adopted financial policies document the long-standing practices of the City. The policies also incorporate best-practices from other city governments. The policies include various benchmarks and targets relative to financial performance. Measuring the City's performance will provide indicators about trends and help make sure that the City remains strong financially.

BASIS OF ACCOUNTING

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures as well as expenditures related to compensated absences are recorded only when payment is due.

Fund Structure

The City utilizes the fund types and account groups recommended by GASB Statement 1. They are:

- Governmental Funds - to account for most general governmental functions;
- Proprietary Funds - to account for ongoing activities and organizations that are similar to private enterprises;
- Fiduciary Funds - to account for assets held by the City in a trust capacity;

FUND BALANCES

In each budget year, the City's budget will provide funding of certain reserves for unforeseen contingencies and revenues. The unforeseen contingency line item is used to meet unexpected issues and projects. Additionally, an appropriate amount from fund balance is budgeted, but is typically not needed. This fund balance appropriation provides a cushion in the event of revenue shortfalls or increased expenditures. In years where the City has experienced a revenue surplus, these surpluses were used to help increase the City's fund balance.

ECONOMIC AND DEMOGRAPHIC INFORMATION

UNEMPLOYMENT

According to the Bureau of Labor Statistics, the unemployment rate for Rutherford County, of which the City is a part of, as of 2014, was 5.3%. The unemployment rate for the City as of 2014 was 5.4%. Unemployment trends for the City, Rutherford County, the Nashville-Davidson-Murfreesboro-Franklin, TN MSA, the State and Nation from 2005 to 2014 are presented below.

Unemployment
(Annual, Not Seasonally Adjusted)

Year	City	County	MSA	State	National
2005	4.4%	4.2%	4.5%	5.6%	5.1%
2006	4.2%	4.0%	4.2%	5.2%	4.6%
2007	4.0%	3.8%	4.0%	4.8%	4.6%
2008	6.0%	5.8%	5.7%	6.6%	5.8%
2009	9.9%	9.7%	9.4%	10.6%	9.3%
2010	9.0%	8.8%	8.7%	9.9%	9.6%
2011	8.2%	8.0%	8.1%	9.3%	8.9%
2012	6.7%	6.5%	6.6%	8.2%	8.1%
2013	6.9%	6.4%	6.4%	8.2%	7.4%
2014	5.4%	5.3%	5.2%	6.7%	6.2%

Source: United States Department of Labor www.bls.gov and Tennessee Department of Labor and Workforce Development

PRINCIPAL EMPLOYERS

The economy of Murfreesboro and Rutherford County are comprised of many industries. A diversified employment base of major industries include: automotive, local governments, healthcare, higher education, and retail trade. The County's principal employers are listed on the following page.

Rutherford County Top Ten Principal Employers (as of June 30, 2014)

Employer	2014		
	Employees	Rank	% of Total County Employment
Nissan Motor Manufacturing Corp., USA	7500	1	5.04%
Rutherford County Government and Board of Education	6073	2	4.08%
Middle Tennessee State University	2205	3	1.48%
National Health Corporation	2071	4	1.39%
City of Murfreesboro Board of Education	1912	5	1.29%
State Farm Insurance	1662	6	1.12%
Ingram Book Company	1500	7	1.01%
Alvin C. York Veterans Administration Medical Center	1461	8	0.98%
Asurion	1250	9	0.84%
Amazon	1200	10	<u>0.81%</u>
			18.04%

POPULATION

Between 2000 and 2010, the population of the nation is estimated to have increased by 9.7% and the estimate for the increase in the population of the State of Tennessee is 11.5%. The population of Rutherford County is estimated to have shown an increase of 44.5%. The 2010 population of Murfreesboro was calculated by the U.S. Census Bureau at 108,755, a 58.0% increase over the 2000 population. The 2013 estimated population of Murfreesboro was 117,044; an estimated population increase of 70% over the 2000 Census.

**Population: City, County, State, and Nation
(in thousands)**

	<u>2010</u>	<u>2000</u>	<u>1990</u>	<u>Percentage Change</u>	
				<u>2000-2010</u>	<u>1990-2000</u>
City of Murfreesboro	109	69	45	58.5%	52.9%
Rutherford County	263	182	119	44.3%	52.9%
Tennessee	6,346	5,689	4,877	11.6%	16.6%
United States	308,746	281,422	249,632	9.7%	12.7%

Source: U.S. Bureau of the Census. www.census.gov

PER CAPITA INCOME

<u>Year</u>	<u>County</u>	<u>MSA</u>	<u>State</u>	<u>National</u>
2008	31,914	40,372	35,061	40,873
2009	30,646	39,458	34,412	39,357
2010	31,665	40,696	35,431	40,163
2011	32,723	42,629	37,129	42,298
2012	34,551	45,213	38,752	43,735
2013	35,113	45,759	39,558	45,759

Source: U.S. Bureau of Economic Analysis. [Www.bea.gov](http://www.bea.gov)

EDUCATION

Rutherford County has two public schools systems: Rutherford County Schools (pre-K – 12) and Murfreesboro City Schools (pre-K – 6). Private schools offer additional choices to citizens.

The Murfreesboro City School System operates twelve pre-K-6 public schools, has approximately 8,419 students enrolled and a budgeted per pupil expenditure of \$7,956 for the 2015-2016 fiscal year. The System has had seven teachers named to the Tennessee Teachers Hall of Fame, which is more than any other system in the state. In addition, three teachers have been named Tennessee Teacher of the Year.

The City school system is known for innovation that brings about high achievement for the students, evidenced by excellent test scores. All schools and the Central Office are accredited by the Southern Association of Colleges and Schools. The district maintains a teacher-pupil ratio of 1:20 in Kindergarten through third grade and 1:22 in grades four through six. The nationally recognized Extended School Program offers before- and after- school services to families needing those benefits. The system has just invested in a technology plan that now provides one computer for every two students in the classroom.

The City school system has received numerous grants (over \$5 million) and awards. Some grants include three 21st Century Community Learning Center grants, a LEAP grant, Coordinated School Health funding and subsequent awards of more than \$200,000. In addition, the system has had one school designated as a NASA Explorer School from 2006-2009, three schools to receive Excellence in Education awards by the Tennessee School Boards Association, and one school named as one of only six “Value Plus” schools in the state for their part in integrating special arts programs.

Rutherford County Schools, with 41,497 K-12 students in 46 schools, are 100 percent accredited by the Southern Association of Colleges and Schools, with 99.32% of its core courses taught by highly qualified teachers (as defined by state and federal standards). Additionally, all new teachers hired must be highly qualified.

Middle Tennessee State University (MTSU) in Murfreesboro, founded in 1911, is a Tennessee Board of Regent institution and the largest undergraduate public university in the state. Located on a 500+-acre campus, the university has 109 permanent buildings (3.8 million square feet of space) and is one mile from the geographic center of Tennessee. This past year, MTSU dedicated its brand-new, \$65 million, 211,000-square-foot, state-of-the-art Student Union building and opened in the Fall of 2014 a Student Services building to be located east of the new Student Union.

MTSU also unveiled a new \$147 million science building. The State included a \$126.7 million capital-outlay funding request for the MTSU Science Building in its Fiscal Year 2013 budget. The City has also approved \$1 million in funding for this project. Nearly all of MTSU’s 26,000-plus students will benefit from the improved science facilities. During fall 2010, more than 13,200 students, both majors and non-majors, were enrolled in biology, chemistry and physical science courses. Science courses to be offered in the new building serve academic programs beyond general education, biology and chemistry. Those additional programs include aerospace, agribusiness/agriculture, engineering technology, nursing, physics and astronomy, elementary education, teacher licensure in science education, wellness and exercise science in health and human performance, human sciences nutrition/food science/dietetics, geology, social work, and recording-industry production technology.

The University offers more than 140 programs including Master’s degrees in ten areas. The university also has nationally and internationally recognized programs in aerospace, business, mass communication and the recording industry. MTSU has developed the nation’s only four-year program of study and a degree in Concrete Industry Management.

The City is also the location of campuses for the Tennessee College of Applied Technology, Daymar Institute (formerly Draughtons) and the University of Phoenix.

HEALTHCARE

Murfreesboro is home to St. Thomas-Rutherford Hospital, the largest and most comprehensive hospital between Nashville and Chattanooga, TN. The hospital is staffed with more than 200 physicians and holds more than 288 beds. St. Thomas-Rutherford offers a wide array of specialized services including neonatal intensive care, pediatric care, intensive and coronary care, and neurosurgery. Murfreesboro is also home to the Alvin C. York Veterans Administration Campus which provides comprehensive medical care to veterans and houses 510 hospital beds and 166 nursing home beds. StoneCrest Medical Center, a 100-bed facility, is located in Rutherford County, as well with over 130 physicians on staff.

National Healthcare Corporation's and its affiliates' headquarters are located in Murfreesboro. The Corporation offers care ranging from Alzheimer's/memory care, home healthcare, independent and assisted living, outpatient clinics, and skilled nursing clinics throughout the country, including one in Murfreesboro. This facility and the nine other nursing home/assisted living facilities in the area provide over 800 beds combined locally. In addition to these facilities, Murfreesboro has hundreds of physicians and dentists practicing in the area for citizens to choose from.

TRANSPORTATION

The City operates a general aviation airport, Murfreesboro Airport (MBT). A major expansion is scheduled for completion in 2015, lengthening the runway to 4,750 feet and improving the capabilities for business jets to serve the convenient in-town location. It also allows the aviation program at Middle Tennessee State University to train pilots on regional airliners. Murfreesboro is served by the mainline of the CSX Railroad, which allows freight delivery to several construction and manufacturing companies within Murfreesboro. In 2006, Murfreesboro developed and began operating a public transit system, Rover, for its citizens with significant federal and state subsidies. The system operates seven routes throughout Murfreesboro.

Murfreesboro is bisected by Interstate 24, linking Nashville and Chattanooga. Interstate 24 intersects with Interstate 40 and Interstate 65 in Nashville, offering easy access to all points north, west and east. In addition to the interstate system, the Interstate quality State Route 840 serves as the southern loop around Nashville and links with Interstate 24 in Murfreesboro. This vital link opened in 2013 allows through traffic on Interstate 40 to bypass the congested area of Nashville.

RECENT DEVELOPMENTS

The City has a diversified employment base, which includes office, industrial, institutional, government, educational and retail employment. The City's Gateway Project, explained in more detail below, has created opportunities for Class A office, mixed use and retail.

In early 2015, the City announced Council's approval of a new Class A office development in the Gateway Overlay District, to be called the Fountains at Gateway. The City sold 12 acres of property for \$2.61 million. When finished, the 120,000 square foot office building could be leased to corporations looking to quickly locate operations in Middle Tennessee. The project is a 3 phase approach with the first phase kicking off in 2015 and expected completion in 2016. Phase 2 and 3 will follow suit based on number of jobs and average salaries of the preceding phase.

The Fountains at Gateway would ultimately include four smaller buildings, ranging from 11,000 to 11,700 square feet, for retail shops and restaurants; however, the contract requires that the first building to be constructed must be the office building.

The City also forged a similar contract with Japanese owned M-Tek in exchange for an agreement by the company to build its 63,000-square-foot North American headquarters building in the Gateway off Thompson Lane. M-Tek will bring 250 high-paying jobs to Murfreesboro. That agreement was announced last December.

Moving forward, the City will continue to focus its planning and marketing efforts on the City's Gateway (Medical Center Parkway, Thompson Lane, and Fortress Boulevard). The medical community continues to thrive with the opening of the TrustPoint rehabilitation facility and the expansion of Murfreesboro Medical Clinic that doubled their facility size and operations.

General Mills, a longstanding community partner, announced in March, 2015 that it will invest in a \$250 million expansion. The expansion will involve increasing production on existing lines, as well as installation of additional production equipment and is expected to bring approximately 117 new jobs to Murfreesboro.

Nissan, located in neighboring Smyrna, continues to contribute to the local economic engine. Their record sales bode well for the regional economy and their success in the marketplace is having a trickle-down effect on the Murfreesboro economy. Many of their suppliers call Murfreesboro home, some of whom are looking to expand and add jobs. In March 2015, the company announced that they will invest \$160 million to build a new supplier park at their Smyrna vehicle assembly plant. The project will support more than 1,000 newly created supplier jobs.

In February, 2015 Jagemann Precision Plastics, a division of Jagemann Stamping Co., announced plans to expand its Murfreesboro facility to meet increased demand. As part of the expansion, Jagemann Precision Plastics will add up to 90 jobs to the Murfreesboro location, in addition to new equipment and an addition of over 30,000 square feet.

The City along with the Chamber of Commerce, Destination Rutherford, and the Industrial Development Board, work together in partnership to bring about economic success. Retail sales continue to climb above projected expectations and the housing market is showing signs of real strength in Murfreesboro. The partnership is putting a real focus on growing, recruiting and training a skilled workforce. This workforce development effort is bringing education and the business community together in new ways.

City leaders continue to monitor quality-of-life issues. Traffic needs are regularly assessed. In 2014, the State of Tennessee began construction on the "Bridge over Broad" project. This project will separate the intersections of Broad Street (SR 1) and Memorial Boulevard/Old Fort Parkway (SR 96/SR 10) by creating a single point urban interchange. This separation will create an overpass over Broad Street. This project is the result of many years of planning and collaboration between City, County and State officials and is expected to alleviate traffic issues in the busiest area of the City. The project is expected to be complete in 2017.

The City is completing the last phases of construction to Veteran's Parkway, which will connect US Highway 231 (South Church Street near I-24) and State Route 840. This loop on the southwest side of

Murfreesboro is expected to increase development in this area due to the access it will afford to commercial and local traffic.

BUDGET GUIDE

OVERVIEW

A budget is a financial and operating plan for a city for a period called a “fiscal year.” The budget is a plan for the use of the City’s resources. Through these resources, services are provided to meet the needs and desires of Murfreesboro’s residents, businesses and visitors.

The City of Murfreesboro’s fiscal year begins on July 1 and ends on June 30. The fiscal year that begins on July 1, 2015 is referred to as FY 2016.

BUDGET PROCESS

At the start of the budget process, the City Council communicates its goals and objectives to the City Manager. These goals and objectives are shaped by input members have received from Murfreesboro residents throughout the year. The preliminary steps in the budget also include a review of current economic conditions, revenue projections, community input, program initiatives, long range plans and federal and state mandates.

The City Manager will communicate the goals, objectives and priorities of the City Council and community to the department heads, who will prepare the budget estimates for their department. Several City departments have citizen boards or commissions who may also provide input into the budget. The departmental budget requests are submitted to the Finance Department. These budget requests are reviewed by the City Manager, Assistant City Manager, Finance Director and Assistant Finance Director. The City Charter provides that the City Manager must prepare a proposed budget and submit it to the City Council not later than May 15 each year.

The City Council reviews the proposed budget each spring through a series of meetings with the City Manager and department heads. The City Council makes changes to the City Manager’s proposed budget as it deems necessary. Prior to adoption of the budget, the City Council conducts a public hearing on the proposed budget to obtain additional citizen input on the spending plan. Following the public hearing, the City Council adopts a budget ordinance.

Budget amendments are adopted by City Council on an as needed basis.

The annual budget is adopted on a basis consistent with the basis of accounting as described in the Governmental Funds section on page 30.

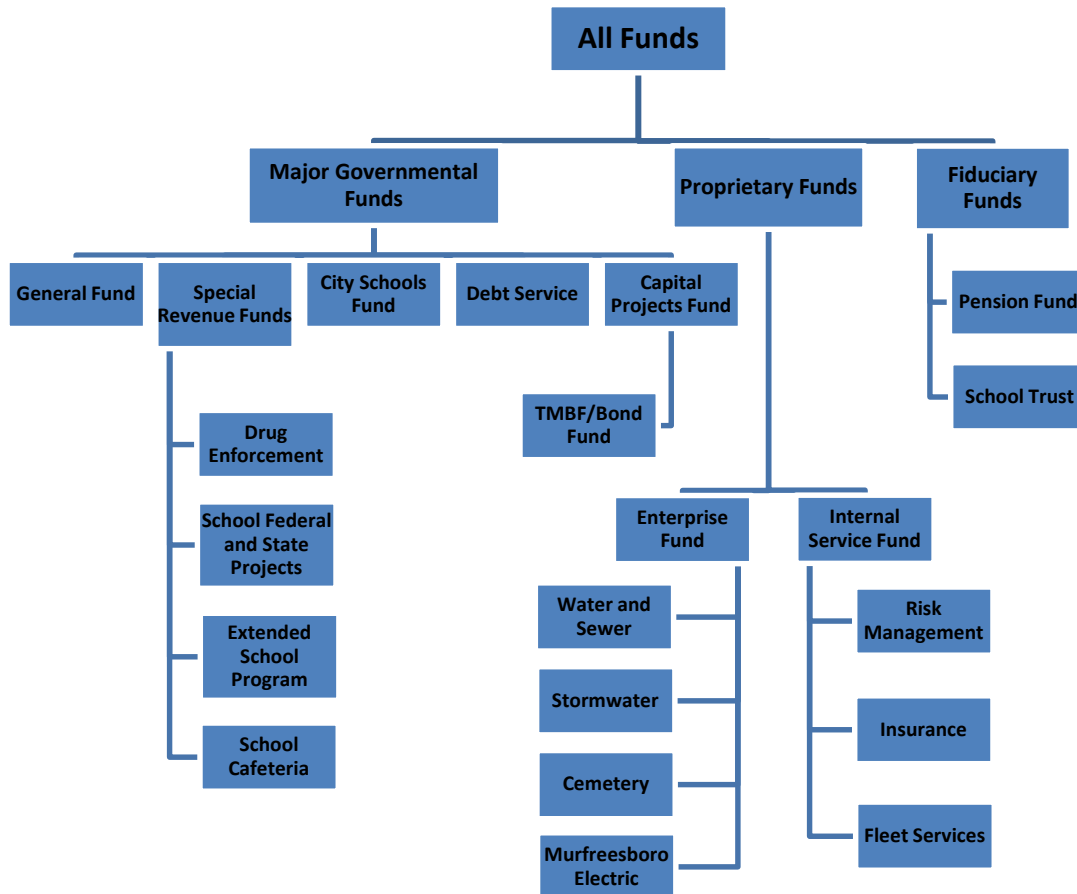
MONITORING OF REVENUES AND EXPENDITURES

Through the course of each fiscal year, the City Manager, Finance Director/City Recorder and department heads monitor the budget established by City Council.

BUDGET CALENDAR

Date	Responsible Party	Required Activity	Reference	Status
January 9	City Manager	Distribute budget calendar		
Early February	City Manager	Meet with City Council to obtain input on FY 16 budget goals		
February 2	Finance Director	Distribute non-city agency funding request forms		
March 6	City Manager Finance Director	Distribute Budget Instructions Distribute Budget Worksheets		
March 24	Department heads	Submit Requested budget forms and list of goals to Asst Finance Director		
March 25-31	City Manager Finance Director	Input of departmental budget requests		
March 24	Non-city Agencies	Submit non-city agency requests for funding		
Early April	City Manager	City Manager review of budget requests		
April 1-11	City Manager Finance Director	Budget Review sessions with department heads		
April 15	City Manager Finance Director	Finalize revenue estimates and Risk Mgmt estimates		
May 15	City Manager	Submit to Council the assessment of taxable property as determined by Assessor	Charter Section 83	
May 15	City Manager	Deadline to submit tentative budget to City Council	Charter Section 74	
May 22-June 4	City Council	Budget and CIP Review Sessions		
May 31	City Manager	Budget Advertised in newspaper	Charter Section 76	
June 4	City Council	Budget Public Hearing and First Reading of Tax Rate Ordinance and Appropriation Ordinance		
June 11	City Council	Second Reading of Ordinances		
June 18	City Council	Third Reading of Ordinances		
July 1	City Council	Start of FY 16	Charter Section 73	

FUND OVERVIEW



FUND DESCRIPTIONS

A fund is established to account for a specific activity or purpose. Law mandates the creation of some funds. Other funds are established by management to demonstrate financial compliance with budget or legal requirements. All of the funds of the City of Murfreesboro can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

GOVERNMENTAL FUNDS

Governmental funds are used to account for most of the City's basic services. Governmental fund information is useful in determining whether there are more or fewer financial resources that can be spent in the near future to finance the City's programs. The modified accrual accounting method is used to account for the City's general government operations. This accounting method measures cash and all other financial assets that can be readily converted into cash.

The General Fund is principally supported by taxes and intergovernmental revenues. These revenues fund the general and administrative, human resources, planning, engineering, state street aid, gateway, police, fire and rescue, building and codes, judicial, legal, urban environmental, civic plaza, recreation, golf, senior citizens, transportation, solid waste, communications and information technology departments.

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes and special purpose funds established by the City Council. Airport, Drug Enforcement, which is administered by the police department, and various School funds are all Special Revenue Funds.

Capital Projects Funds are used to account for the acquisition or construction of capital projects, other than those financed by Enterprise Funds or Internal Service Funds. Revenues are derived primarily from the sale of general obligation bonds and notes, intergovernmental revenues, lease of City property, and earnings on investments. The Capital Improvement and Contingency Fund (administered by the engineering and finance department) and TMBF/Bond Fund are both capital projects funds.

Murfreesboro City Schools prepares a separate budget document. While funds are appropriated by City Council, they are not presented in this budget document. These funds have separate finance departments and supervisory boards that prepare and present their budgets to Council as resolutions, rather than ordinances.

PROPRIETARY FUNDS

There are two types of proprietary funds: enterprise funds and internal service funds.

Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises. Enterprise funds operate under the economic resources measurement focus and the accrual basis of accounting. They distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the fund's principal ongoing operations. The principal operating revenues of these funds are charges to customers for sales and services. The Water and Sewer Fund also recognizes as operating revenue the portion of tap fees intended to recover the cost of connecting new customers to the system. Operating expenses include the cost of sales and services, administrative expenses and depreciation on capital assets. The City's water and sewer department and electric department are the largest of these funds and prepare their own budget documents.

These funds have separate finance departments and supervisory boards that prepare and present their budgets to Council as resolutions, rather than ordinances. These enterprise funds are not presented in this document.

Internal service funds are used to account for activities that provide supplies and services for the City's other programs and activities. These services predominantly benefit governmental functions such as the Fleet Services Fund for fleet maintenance of City vehicles and Insurance and Risk Management Funds which fund the City's self-insurance programs.

FIDUCIARY FUNDS

Fiduciary funds are used to account for resources held for the benefit of parties outside of the government. The resources of those funds are not available to support the City's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds. The Pension Fund is accounted for in this category.

CAPITAL BUDGET SUMMARY

All capital expenditures funded by current income or grants are included in the operating budget for the various departments. These projects total \$111,192,708. Maintenance and staffing impacts associated with requested projects are considered during the development of the operating budget. Normal replacements of items are not included in the capital budget summary, unless deemed significant to the discussion.

Brief descriptions of major capital expenditure included in the FY 2016 budget are included below. Funding amounts apply to only the FY 2016 year. Anticipated operating budget impacts for staffing and maintenance associated with each project are noted.

1. The Communications Department budgeted \$750,000 in equipment for their Hi-Definition equipment upgrade. The City received a grant from Comcast for the purchase of this equipment which is shown as Other Grant Revenue in the General Fund. Other than normal operations and maintenance costs, no additional fiscal impact is anticipated from this purchase.
2. The Police Department budgeted approximately \$20,000 for a gate and fence at their Special Operations Building. No additional fiscal impact is anticipated from this purchase.
3. The Fire Department budgeted \$38,000 to replace the roof at Station 5 and \$47,000 to remodel the men's bathroom and locker room at Station headquarters. These improvements are normal costs and are not expected to cause any additional fiscal impact to the City.
4. The Parks and Recreation Department budget has funding to acquire the land and to construct Phase IV of Stones River Greenway. This segment will complete the linkage to Barfield Crescent Park from State Highway 99 and is estimated at a cost of \$2,250,000. Funding for the project is 80% Federal from an Enhancement grant and a 20% local match from borrowed funds. The City funding is included in the TMBF/Bond Fund as part of the 2012 financing. No increase in staffing or maintenance expense is included in the FY 2016 budget, although long term, the increased amount of paved path will increase the City's repaving expense.

Additionally, the Parks and Recreation Department has approximately \$475,000 for normal replacement of equipment and approximately \$335,000 for the addition of new equipment. No additional maintenance expense or staffing is anticipated from these purchases.

5. Completion of the Airport Runway Extension is estimated to cost \$2,187,087 and is funded from State, Federal and local sources. The Airport Fund has also budgeted the engineering of a North Ramp at a 95% reimbursement from the State with the remaining funds coming from the TMBF/Bond Fund. Engineering and design of a new terminal building of \$100,000 is also budgeted. The State will fund 50% and the remaining 50% will be paid out of the TMBF/Bond Fund.
6. Total capital funding for the Transportation Department is budgeted at \$114,917 from a mix of Federal, State and local dollars. The Transportation Department continues work on the design and engineering of a transit terminal. Funding at the 80% Federal, 10% State and 10% local ratio in the amount of \$89,917 has been budgeted to complete the preliminary engineering and

architectural design of the new bus station. Completion of the bus terminal construction is anticipated once the design stage is complete and will require additional expenditures for maintenance, utilities and supplies. Staffing is as yet undetermined, but the addition of personnel is expected.

Funding at the 80% Federal, 10% State and 10% local ratio in the amount of \$25,000 has been budgeted for miscellaneous bus support equipment. No additional fiscal impact is anticipated from this equipment.

7. The grant funded portion of road projects is included in the Engineering Department's budget. For FY 2016, the fund is budgeted for the following capital projects:
 - a. The improvements to Middle Tennessee Boulevard between Main Street and Greenland Avenue will be entering the construction phase. Approximately \$1.6 million of grant funded expenditures is budgeted for FY 2016 construction progress from this department, with the City's local share budgeted in the TMBF/Loan Fund. The City anticipates receiving 80% of the project costs in Federal transportation dollars. Construction is expected to last at least two and a half years.
 - b. The extension of Cherry Lane is designed as a five-lane connector between State Route 840 and Memorial Boulevard (US 231) and includes an interchange at State Route 840. Total costs of the project over the next five years are \$29,915,000, of which \$25,263,000 is local funding from bond proceeds or current City funds. For FY 2016, \$1,000,000 in federally funded expenditures is budgeted. The local City share is budgeted in the TMBF/Bond Fund.
 - c. Bradyville Pike (State Route 99) is planned for a 2.1 mile widening project, improving the current two lane profile to a three lane section with sidewalks, bike lanes and permanent transit shelters. Total cost of the project is estimated at \$7,378,400, of which the City's contribution is only \$366,880. For FY 2016, \$240,000 is included in the budget as the federal share of the project cost. The local match is included in the TMBF/Bond Fund.
8. The TMBF/BOND Fund is a capital project fund that covers expenses of the City's projects funded through the Tennessee Municipal Bond Fund (TMBF) or bonds issued through the open market.

The Street Division of the Engineering Department has budgeted approximately \$1.5 million for various equipment needs. Similarly, the Fire & Rescue Department is budgeting \$1.2 million for the replacement of a Snorkel Truck Replacement. The Golf Department has budgeted \$105,000 for the purchase of various grounds equipment purchases. The Solid Waste Department is budgeting approximately \$2.2 million in equipment replacement. Renovations and updates to various City Departments is budgeted at approximately \$700,000. Other than normal operating and maintenance costs, no additional fiscal impact is expected from these purchases.

The Police Department purchased a vacant medical office building near the downtown area for approximately \$4 million. This facility will be completely remodeled during the next 2 years and

will eventually house all Police operations in one location, leaving several City buildings open for use by other departments. An additional \$44.5 million is anticipated to be spent out of this Fund for renovations and remodeling. While no significant fiscal impact is expected in FY 2016, once the facility is operational there will be additional utility and maintenance costs.

The Police Department has also budgeted approximately \$2.7 million for equipment and software purchases. Other than normal operating and maintenance costs, no additional fiscal impact is expected from these purchases.

The Parks & Recreation Department is budgeting \$10 million for the purchase and development of a new park on the West side of town. There will be operating and staffing impacts once the park is complete but none of these costs are anticipated in FY 2016. Approximately \$1.2 million for the City's local match is anticipated to be used towards extending the Greenway system (the Federal match is found in the Recreation budget). In addition, approximately \$4.2 million in renovations at various parks and the purchase of equipment has also been budgeted. Other than normal operating and maintenance costs, no additional fiscal impact is expected from these purchases.

Transportation needs continue to be an important focus for the City. Approximately \$11.5 million in construction of various projects across the City have been budgeted. Future maintenance costs for this and other highways is paid for through the General Fund and the State Street Aid as part of the City's normal maintenance costs.

CONSOLIDATED FINANCIAL OVERVIEW

ALL FUNDS

2015/2016 FUND SUMMARIES						
	Projected Beg	Total	Total	Projected Ending	Change	
	Fund Balance	Budgeted	Budgeted	Fund Balance	In	Change as
	7/1/2015	Revenues	Expenditures	6/30/2016	Dollars	Percentage
TOTAL GENERAL FUND	\$ 53,553,225	\$ 130,337,835	\$ 134,874,047	\$ 49,017,012	\$ (4,536,212)	-8.47%
DEBT SERVICE FUND	\$ 2,825,258	29,165,764	30,865,764	1,125,258	(1,700,000)	-60.17%
AIRPORT FUND	\$ 394,130	3,983,975	3,980,697	397,408	3,278	0.83%
DRUG FUND	\$ 608,209	418,100	305,250	721,059	112,850	18.55%
CAPITAL IMPROV. & CONT. FUND	\$ 5,467,679	6,128,116	6,128,116	5,467,679	-	0.00%
TMBF/BOND FUNDS	\$ 50,383,185	76,209,375	105,300,000	21,292,560	(29,090,625)	-57.74%
INSURANCE FUND	\$ 1,987,133	15,613,967	15,613,967	1,987,133	-	0.00%
RISK MANAGEMENT FUND	\$ 2,605,846	4,097,399	4,097,399	2,605,846	-	0.00%
FLEET SERVICES FUND	\$ 183,017	2,458,402	2,458,402	183,017	-	0.00%
GRAND TOTALS	118,007,682	268,412,933	303,623,642	82,796,972	(35,210,709)	-29.84%

Revenue Sources In Total							
2015-2016							
City of Murfreesboro							
	State of	Federal	Local	Transfers	Other	Issuance	
Fund	Tennessee	Government	Taxes	In	Sources	of Debt	Total
General Fund	\$15,548,284	\$ 6,842,079	\$86,308,174	\$ 3,271,000	\$ 18,368,298		\$130,337,835
Debt Service Fund				29,165,764			29,165,764
Airport Improvement Fund	2,229,757	198,380			1,555,838		3,983,975
Drug Fund				100,000	318,100		418,100
Insurance Fund					15,613,967		15,613,967
Risk Management Fund					3,604,448		3,604,448
Fleet Service Fund					2,458,402		2,458,402
Capital Improvement Projects Fund	1,500,000	-			4,628,116		6,128,116
TMBF/Bond Fund						\$76,209,375	76,209,375
Total Revenue from Sources	\$19,278,041	\$ 7,040,459	\$86,308,174	\$32,536,764	\$ 46,547,169	\$76,209,375	\$267,919,982

Expenditures In Total						
2015-2016						
City of Murfreesboro						
	Personnel	Operating	Capital	Transfers		
Fund	Costs	Costs	Expenses	Out	Other	Total
General Fund	\$64,696,240	\$ 30,499,899	\$ 4,053,364	\$33,351,808	\$2,272,737	\$134,874,047
Debt Service Fund		30,865,764				30,865,764
Airport Improvement Fund	218,880	1,309,830	2,451,987			3,980,697
Drug Fund	110,000	187,250	8,000			305,250
Insurance Fund		15,613,967				15,613,967
Risk Management Fund	304,304	3,791,595	1,500			4,097,399
Fleet Service Fund	1,083,948	1,337,754	36,700			2,458,402
Capital Improvement Projects Fund		6,128,116				6,128,116
TMBF/Bond Fund		300,000	105,000,000			105,300,000
Total Expenditures by Sources	\$66,413,372	\$ 90,034,175	\$ 111,551,551	\$33,351,808	\$2,272,737	\$303,623,642

Consolidated Fund Summary						
	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budget	Budgeted Increase (Decrease)
GENERAL FUND:						
Beginning Fund Balance	51,685,550	52,723,985	56,311,691	56,311,691	57,517,459	
Prior Period Adjustments:						
State Street Aid						
Community Development						
Gateway Project						
Capital Improvement Fund						
	51,685,550	52,723,985				
REVENUES						
Property Tax	35,571,320	36,028,567	36,337,111	36,595,364	37,577,772	1,240,661
Property Tax Equivalents	595,816	680,135	588,161	667,596	691,136	102,975
Local Option Sales Tax	33,623,222	35,373,537	35,895,000	37,478,724	38,944,100	3,049,100
Other Local Taxes	9,226,155	9,010,603	8,968,540	8,726,826	9,095,166	126,626
Licenses, Permits, Fines	5,536,778	6,060,119	5,519,920	5,344,600	5,531,750	11,830
Charges for Services	1,178,552	1,188,824	1,131,872	1,137,427	1,173,832	41,960
Charges for Services-Parks	1,469,811	1,496,846	1,556,472	1,490,000	1,665,347	108,875
Charges for Services-Golf	1,718,415	1,658,614	1,818,101	1,686,652	1,903,701	85,601
Charges for Services-Senior Citizens	146,165	123,073	145,000	123,000	159,000	14,000
Charges for Services-Solid Waste	21,217	19,066	20,500	13,255	18,000	(2,500)
Intergovernmental-County	264,876	1,596,472	267,873	295,181	283,257	15,384
Intergovernmental-County-Parks	141,900	157,051	145,000	150,000	150,000	5,000
State Sales Tax Allocation	7,536,440	7,789,827	7,980,000	8,083,705	8,375,000	395,000
Intergovernmental-Other State	8,854,699	7,586,348	6,748,263	6,992,039	7,173,284	425,021
Intergovernmental-Federal	3,506,270	3,968,958	4,229,942	2,001,659	5,042,079	812,137
Intergovernmental-Federal-Parks	467,492	104,557	1,638,474	0	1,800,000	161,526
Miscellaneous revenues	3,452,860	2,314,052	3,281,625	6,741,667	3,665,919	384,294
Miscellaneous revenues - Cable Franchise Fee	1,765,915	1,509,418	1,450,000	1,540,000	1,555,000	105,000
Transfers & Reimbursements from Other Funds	4,390,296	4,842,014	4,826,564	5,118,744	5,533,492	706,928
	119,468,199	121,508,081	122,548,418	124,186,439	130,337,835	7,789,418
EXPENDITURES						
Mayor and Council					218,488	218,488
City Manager's Office	3,971,239	4,068,086	4,638,591	4,611,464	2,166,000	(2,472,591)
Finance and Tax					1,560,902	1,560,902
Purchasing					213,864	213,864
Building Maintenance					434,132	434,132
Information Technology	1,181,908	1,537,046	1,803,029	2,050,610	2,374,298	571,269
Communications	603,883	600,394	727,301	708,094	1,510,928	783,627
Legal	788,577	799,518	830,494	848,178	1,002,969	172,475
Human Resources	779,724	808,666	997,068	960,447	1,092,545	95,477
Judicial	446,771	436,176	516,233	461,264	530,692	14,459
Police	24,581,855	25,154,026	26,177,770	26,192,459	27,661,105	1,483,335
Fire	14,872,249	15,598,308	16,574,333	16,147,180	17,572,756	998,423
Building and Codes	1,663,480	1,747,137	1,870,492	1,852,661	1,935,694	65,202
Planning	1,735,738	647,529	966,160	1,070,622	1,391,013	424,853
Transportation	3,078,509	2,455,001	2,342,701	2,240,409	2,632,838	290,137
Engineering & Street	9,175,216	6,702,549	7,619,574	6,713,423	9,008,780	1,389,207
State Street Aid	2,606,712	2,767,337	2,800,350	2,800,000	2,900,350	100,000
Urban Environmental	963,107	1,025,071	1,115,283	1,011,446	1,277,467	162,184
Civic Plaza	104,094	56,912	76,781	72,616	70,238	(6,543)
Parking Garage	116,176	105,610	117,490	178,321	143,200	25,710
Recreation	8,380,162	8,770,081	12,713,000	10,781,225	12,267,600	(445,400)
Senior Citizens	856,949	862,051	956,779	918,177	1,062,316	105,537
Community Development	801,719	991,968	1,369,943	974,943	1,206,605	(163,338)
Golf - Old Fort	1,545,586	1,603,371	1,614,271	1,660,509	1,739,634	125,363
Golf - VA	284,373	293,025	311,672	322,003	325,972	14,300
Golf - Short Course	170,788	39,356	58,249	38,904	185,682	127,434
Solid Waste	4,266,166	3,959,760	4,536,535	4,320,916	4,583,325	46,790
Gateway Project	193,673	17,257	30,000	93,116	180,000	150,000
Public Health & Welfare	1,793,767	2,163,154	2,233,919	2,598,392	2,123,056	(110,863)
Departmental Transfers	31,433,634	33,021,769	31,307,698	31,285,452	33,351,808	2,044,110
Miscellaneous	2,033,709	1,689,217	3,124,217	2,067,841	2,149,790	(974,427)
	118,429,764	117,920,375	127,429,932	122,980,671	134,874,047	7,444,115
Total Expenditures	118,429,764	117,920,375	127,429,932	122,980,671	134,874,047	7,444,115
Ending Fund Balance	52,723,985	56,311,691	51,430,176	57,517,459	52,981,247	
Note: Effective FY 2013, Gateway Fund was moved into General Fund. Planning & Engineering were a shared department and Street Department was a separate department until FY 2014 . In FY 2014, Planning and Engineering were split into 2 separate departments and the Street Department was incorporated as a division of Engineering. Effective FY 2014, State Street Aid Fund was moved into General Fund.						
Effective FY 2016, General and Administrative was divided into five separate departments: Mayor & Council, Administrative, Finance and Tax, Purchasing, and Building Maintenance.						

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2014-15	FY 2015-16	Budgeted
	Actual	Actual	Budget	Estimated	Budget	Increase
						(Decrease)
Debt Service Fund						
Beginning Fund Balance	4,029,850	4,427,052	3,861,500	3,861,500	2,825,258	(1,036,242)
Revenues						
Transfers from Other Funds	27,672,791	29,701,984	27,512,307	28,166,576	29,165,764	1,653,457
Refunding Bonds Issued	1,870,000					0
All Other	2,715	2,410	0	0	0	0
Total Debt Service Fund Revenue	29,545,506	29,704,394	27,512,307	28,166,576	29,165,764	1,653,457
Expenditures						
Principal Retirement	22,248,691	23,214,395	20,263,382	20,066,234	19,319,694	(943,688)
Refunded Debt			0	0	0	0
Interest	4,046,550	3,853,545	4,262,815	3,602,572	5,576,837	1,314,022
Transfers to Other Funds	2,759,245	3,120,040	5,520,247	5,453,512	5,864,232	343,985
Issuance Cost and Fees	93,818	81,966	105,000	80,500	105,000	0
Total Debt Service Fund Expenditures	29,148,304	30,269,946	30,151,444	29,202,818	30,865,764	714,320
Ending Fund Balance	4,427,052	3,861,500	1,222,363	2,825,258	1,125,258	(97,105)
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2013-14	FY 2014-15	Budgeted
	Actual	Actual	Budget	Estimated	Budget	Increase
						(Decrease)
Airport Fund						
Beginning Fund Balance	351,686	342,862	334,076	334,076	327,348	(6,728)
Revenues						
Rentals (Hangars, Terminals, etc.)	444,593	458,090	442,881	448,903	470,418	27,537
Fuel Sales	1,066,253	1,094,525	1,086,258	1,080,250	1,083,359	(2,899)
State & Federal Funds	90,466	284,955	2,676,620	3,362,985	2,428,137	(248,483)
Other Airport Revenue	2,301	1,680	1,970	2,061	2,061	91
Total Airport Fund Revenue	1,603,613	1,839,250	4,207,729	4,894,199	3,983,975	(223,754)
Expenditures						
Labor	140,858	147,110	160,497	160,497	172,839	12,342
Operations and Maintenance	23,060	21,479	28,300	24,755	23,500	(4,800)
Building and Grounds	71,750	84,022	50,000	52,000	55,000	5,000
Roof Replacement			100,000			(100,000)
Items for Resale, Related Rebates & Taxes	947,644	971,121	957,708	947,644	975,247	17,539
Surveys and Studies	5,231	600	5,250	3,269	4,250	(1,000)
Transfer to Debt Service Fund	241,250	245,362	190,649	190,649	164,516	(26,133)
All Other	182,644	378,342	2,717,887	3,522,113	2,585,345	(132,542)
Total Airport Fund Expenditures	1,612,437	1,848,036	4,210,291	4,900,927	3,980,697	(229,594)
Ending Fund Balance	342,862	334,076	331,514	327,348	330,626	(888)

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	FY 2011-12	FY 2012-13	FY 2013-14	FY 2013-14	FY 2014-15	Budgeted
	Actual	Actual	Budget	Estimated	Budget	Increase
						(Decrease)
TMBF/Bond Fund						
Beginning Fund Balance	26,800,749	59,306,351	50,383,185	50,383,185	36,274,000	(14,109,185)
Revenues						
Issuance of Debt	45,800,000	11,441,556	5,303,760	2,419,585	2,859,375	(2,444,385)
Miscellaneous	1,572,302	1,461,200	46,322,500	1,039,480	73,350,000	27,027,500
Total TMBF Bond Fund Revenue	47,372,302	12,902,756	51,626,260	3,459,065	76,209,375	24,583,115
Expenditures						
Capital Outlay	13,574,982	20,440,565	86,305,436	16,579,000	105,000,000	18,694,564
Transfer to Debt Service Fund	1,291,718	1,385,357	300,000	989,250	300,000	0
Total TMBF Bond Fund Expenditures	14,866,700	21,825,922	86,605,436	17,568,250	105,300,000	18,694,564
Ending Fund Balance	59,306,351	50,383,185	15,404,009	36,274,000	7,183,375	(8,220,634)
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2013-14	FY 2014-15	Budgeted
	Actual	Actual	Budget	Estimated	Budget	Increase
						(Decrease)
Insurance Fund						
Beginning Fund Balance	2,543,911	1,535,049	1,828,403	1,828,403	1,828,403	0
Revenues						
Insurance Premiums-City	10,155,659	10,812,377	12,857,447	12,400,995	13,063,842	206,395
Insurance Premiums-Employees	2,069,078	2,189,415	2,583,997	2,250,800	2,300,025	(283,972)
Miscellaneous	619,138	603,605	230,214	321,100	250,100	19,886
Total Insurance Fund Revenue	12,843,875	13,605,397	15,671,658	14,972,895	15,613,967	(57,691)
Expenditures						
Health Claims and Administration	13,852,737	13,312,043	15,557,424	14,972,895	15,613,967	56,543
Total Insurance Fund Expenditures	13,852,737	13,312,043	15,557,424	14,972,895	15,613,967	56,543
Ending Fund Balance	1,535,049	1,828,403	1,942,637	1,828,403	1,828,403	(114,234)

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2013-14	FY 2014-15	Budgeted
	Actual	Actual	Budget	Estimated	Budget	Increase
						(Decrease)
Risk Management Fund						
Beginning Fund Balance	3,665,441	4,308,938	4,117,633	4,117,633	4,117,633	0
Prior Period Adjustment		544,000				
Revenues						
Insurance Premiums-City	4,023,139	3,861,250	3,585,863	3,804,190	3,589,448	3,585
Miscellaneous	26,798	15,847	22,000	15,000	15,000	(7,000)
Total Risk Management Fund Revenue	4,049,937	3,877,097	3,607,863	3,819,190	3,604,448	(3,415)
Expenditures						
Claims and Administrative Expenditures	2,508,126	3,746,858	2,592,641	2,920,306	3,014,628	421,987
Labor	215,834	221,831	228,144	228,144	231,031	2,887
Transfer to Other Funds	601,187	553,292	573,494	573,494	625,492	51,998
Excess Workers' Compensation Coverage	297,325	332,839	332,839	364,628	364,628	31,789
Other Risk Management Expenditures	(216,032)	(242,418)	(112,013)	(267,382)	(138,380)	(26,367)
Total Risk Management Fund Expenditures	3,406,440	4,612,402	3,615,105	3,819,190	4,097,399	482,294
Ending Fund Balance	4,308,938	4,117,633	4,110,391	4,117,633	3,624,682	(485,709)
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2013-14	FY 2014-15	Budgeted
	Actual	Actual	Budget	Estimated	Budget	Increase
						(Decrease)
Fleet Services Fund						
Beginning Fund Balance	175,954	179,398	182,995	182,995	161,610	(21,385)
Revenues						
Charges for Services	2,263,100	2,250,084	2,374,589	2,201,288	2,458,402	83,813
Miscellaneous	9,523	8,172	0	0	0	0
Total Fleet Services Fund Revenue	2,272,623	2,258,256	2,374,589	2,201,288	2,458,402	83,813
Expenditures						
Labor	599,558	628,237	651,217	651,217	752,808	101,591
Health Insurance	129,106	150,546	168,375	168,375	195,232	26,857
Parts and Lubricants	1,234,655	0	0	0	0	0
Other Risk Management Expenditures	305,861	1,475,877	1,554,997	1,403,081	1,510,362	(44,635)
Total Fleet Services Fund Expenditures	2,269,179	2,254,659	2,374,589	2,222,673	2,458,402	83,813
Ending Fund Balance	179,398	182,995	182,995	161,610	161,610	(21,385)

GENERAL FUND

GENERAL FUND REVENUE LINE ITEM DETAIL

2015-2016 BUDGET YEAR						
GENERAL FUND REVENUE						
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
REVENUES						
REAL-PERSONAL	34,729,589	35,191,626	35,556,136	35,717,303	36,697,772	1,141,636
PUBLIC UTILITY	841,731	836,941	780,975	878,061	880,000	99,025
TOTAL PROPERTY TAX REVENUE	35,571,320	36,028,567	36,337,111	36,595,364	37,577,772	1,240,661
TAX EQUIVALENTS:						
HOUSING AUTHORITY	90,055	103,520	98,600	108,672	105,000	6,400
OTHER EQUIVALENTS	505,761	576,615	489,561	558,924	586,136	96,575
RECOVERY OF RESERVED TAXES	785,667	710,912	698,400	725,000	710,000	11,600
PENALTY & INTEREST ON TAXES	294,814	251,066	250,000	216,000	225,000	(25,000)
OTHER LOCAL TAXES:						
LOCAL SALES TAX	33,623,222	35,373,537	35,895,000	37,478,724	38,944,100	3,049,100
LOCAL BEER TAX	3,304,894	3,281,336	3,300,000	3,300,000	3,300,000	0
LOCAL LIQUOR TAX	884,589	947,463	930,000	970,000	970,000	40,000
GROSS RECEIPTS TAX	2,751,395	2,604,070	2,500,000	2,225,375	2,500,000	0
BEER PRIVILEGE TAX	28,033	27,810	28,500	27,871	28,300	(200)
LIQUOR PRIVILEGE TAX	64,962	61,828	65,000	59,000	62,000	(3,000)
HOTEL-MOTEL TAX	1,111,801	1,126,118	1,196,640	1,203,580	1,299,866	103,226
	43,445,193	45,064,275	45,451,701	46,873,146	48,730,402	3,278,701
LICENSES, PERMITS & FINES:						
ELECTRICAL LICENSE	65,555	66,305	66,000	68,000	71,500	5,500
GAS LICENSE	5,025	14,053	5,000	6,500	6,200	1,200
BUILDING PERMITS	1,550,158	1,732,499	1,564,000	1,200,000	1,365,000	(199,000)
PLUMBING PERMITS	137,120	173,345	103,500	140,000	153,000	49,500
ELECTRICAL PERMIT FEES	306,760	349,270	264,500	347,000	388,000	123,500
MECHANICAL PERMITS	87,230	178,602	92,000	113,000	127,000	35,000
GAS PERMITS	19,680	22,899	20,700	33,000	36,750	16,050
LAND DISTURBANCE PERMIT	24,000	39,750	23,920	37,500	42,000	18,080
FIREWORKS PERMITS	8,000	7,500	5,000	5,000	5,000	0
BEER PERMITS	11,950	11,800	12,000	14,400	12,000	0
BURGLAR ALARM PERMITS	55,675	66,260	57,000	55,000	57,000	0
PLAT REVIEW FEE	112,623	190,190	120,000	140,000	140,000	20,000
G.I.S. FEES	1,218	4,396	1,300	750	1,300	0
ATTORNEY TAX FEES	40,351	25,972	25,000	25,000	17,000	(8,000)
COURT FINES	1,887,347	1,908,892	1,900,000	2,090,000	2,000,000	100,000
COURT FINES-RED LIGHT CAMERA	1,114,365	1,115,885	1,150,000	959,000	1,000,000	(150,000)
COURT FINES - DRUG FUND	98,031	140,401	100,000	100,000	100,000	0
BURGLAR FALSE ALARM FEES	11,350	12,010	10,000	10,450	10,000	0
RECORDING FEE	340	90	0	0	0	0
	5,536,778	6,060,119	5,519,920	5,344,600	5,531,750	11,830
CHARGES FOR SERVICES:						
OFFICE SERVICE CHARGES	691	1,558	500	150	500	0
PLANNING DEPT. SERVICE CHGS	36,655	47,271	30,000	35,000	35,000	5,000
PUBLIC TRANSIT FARES	129,313	128,610	115,000	134,650	136,000	21,000
POLICE DEPT. SERVICE CHGS	21,510	22,634	18,000	24,410	19,000	1,000
FIRE DEPT. SERVICE CHGS	825,032	866,846	877,272	910,167	921,132	43,860
STREET DEPT. SERVICE CHGS	41,030	20,849	30,000	0	20,000	(10,000)
STREET DEPT-SUBDIVISION PAVING	52,464					0
BUILDING DEPT. SERVICE CHGS	38,317	37,800	18,000	23,000	24,150	6,150
URBAN ENVIRON. SERVICE CHGS	125	30,016	10,000	10,000	18,000	8,000
COMMUNICATIONS	415	240	100	50	50	(50)
RECREATION SERVICE CHARGES	1,469,811	1,496,846	1,556,472	1,490,000	1,665,347	108,875
GOLF SERVICE CHARGES	1,718,415	1,658,614	1,818,101	1,686,652	1,903,701	85,601
SOLID WASTE SERVICE CHARGES	21,217	19,066	20,500	13,255	18,000	(2,500)
SR CITIZENS SERVICE CHARGES	146,165	123,073	145,000	123,000	159,000	14,000
G.I.S. MAINTENANCE	33,000	33,000	33,000			(33,000)
	4,534,160	4,486,423	4,671,945	4,450,334	4,919,880	247,936
INTERGOVERNMENTAL REVENUES:						
REVENUE FROM COUNTY:						
MAINT. COURT HOUSE CIRCLE	12,000	0	12,000	12,000	12,000	0
MAINTENANCE CIVIC PLAZA	43,183	23,620	31,864	30,136	29,149	(2,715)
MAINTENANCE PARKING GARAGE	36,595	33,267	37,009	56,171	45,108	8,099
REC-HOTEL/MOTEL TAX	141,900	157,051	145,000	150,000	150,000	5,000
SENIOR CITIZENS	155,000	155,000	155,000	162,750	165,000	10,000
DISPATCHER TRAINING	18,098	24,654	32,000	34,124	32,000	0
COUNTY SHARED BONDS	0	1,359,931	0	0	0	0

	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
REVENUE FROM STATE GOVT:						
STATE SALES TAX ALLOCATION	7,536,440	7,789,827	7,980,000	8,083,705	8,375,000	395,000
STATE BEER TAX ALLOCATION	53,905	51,591	51,000	52,203	52,000	1,000
MIXED DRINK TAX	807,208	828,161	844,600	880,618	960,000	115,400
TVA GROSS RECEIPTS TAX	1,244,300	1,207,209	1,200,000	1,264,618	1,292,600	92,600
STATE INCOME TAX ALLOCATION	928,397	1,013,007	942,000	1,003,921	1,050,000	108,000
STATE EXCISE TAX	37,007	58,647	55,000	62,898	60,000	5,000
STREET & TRANSPORTATION	223,401	223,126	223,200	222,475	222,500	(700)
FUEL TAX ALLOCATION (STATE ST)	2,806,270	2,820,858	2,800,000	2,900,000	2,900,000	100,000
STATE TELECOMM-SALES TAX	9,745	11,152	12,000	11,177	11,800	(200)
STATE HIGHWAY MAINTENANCE	166,458	262,430	277,288	276,212	276,212	(1,076)
PUBLIC TRANSPORTATION GRANT	362,673	274,039	294,575	267,257	327,872	33,297
RECREATION GRANTS	10,000	0	30,000	30,000	0	(30,000)
SENIOR CITIZEN GRANTS	10,600	11,700	10,600	11,300	11,300	700
ROAD PROJECTS	1,188,109	811,891				
ECONOMIC DEVELOPMENT	1,006,626					
STATE REVENUE - CHILD SAFETY		5,446	8,000	9,360	9,000	1,000
OTHER STATE FUNDS & GRANTS		7,091	0	0	0	0
REVENUE FROM FEDERAL GOVT.:						
PUBLIC TRANSPORTATION GRANT	1,658,189	706,661	740,155	630,871	831,974	91,819
PUBLIC TRANSPORTATION - ARRA	7,160	360,269	0	0	0	0
JAG GRANTS	107,201	70,209	30,000	33,545	30,000	0
POLICE - CADCOR GRANT	255,732	37,695	0	0	0	0
FIRE GRANTS			28,000	28,000	0	(28,000)
ROAD PROJECTS	460,984	1,727,048	1,871,200	206,000	2,840,000	968,800
RECREATION GREENWAY GRANTS	467,492	104,557	1,638,474	0	1,800,000	161,526
SENIOR CITIZEN GRANTS	28,832	35,613	24,500	19,300	24,500	0
COMMUNITY DEVELOPMENT GRANTS	765,186	893,287	1,536,087	934,943	1,166,605	(369,482)
OTHER GRANTS	222,986	138,176	0	149,000	149,000	149,000
	20,771,677	21,203,213	21,009,552	17,522,584	22,823,620	1,814,068
MISCELLANEOUS REVENUE:						
INTEREST	34,190	23,841	35,350	23,425	22,900	(12,450)
GAS FRANCHISE TAX	997,007	1,243,293	1,025,000	1,212,954	1,100,000	75,000
CABLE FRANCHISE FEE	1,765,915	1,509,418	1,450,000	1,540,000	1,555,000	105,000
RENTAL OF PROPERTY	167,106	169,781	143,765	148,615	155,508	11,743
DONATIONS-CONTRIBUTIONS	952,691	587,940	6,000	2,446,553	28,500	22,500
SENIOR CITIZENS - AGENCIES	46,105	47,451	42,500	50,270	57,000	14,500
POLICE - TRAINING SCHOOLS			500	0	500	0
SCHOOL TRAFFIC PATROL CONTRACT	26,661	26,661	26,660	26,661	26,661	1
POLICE - KID'S CAMPS	425	675	500	0	500	0
FELONY FUNDS	106,033	505	0	0	0	0
SALE OF SCRAP MATERIAL	31,174	26,983	1,000	14,129	1,000	0
SALE OF FIXED ASSETS	35,017	25,730	5,000	9,150	9,000	4,000
SALE OF GATEWAY LAND				2,762,510	0	0
DEBT PROCEEDS	971,518					
TRANSIT-AGENCY MATCH	2,122	0				0
COMMUNITY DEV. PROGRAM INCOME	36,533	104,681	15,000	40,000	40,000	25,000
OTHER GRANTS	10,000	489	500,000	0	750,000	250,000
OTHER MISCELLANEOUS INCOME	36,278	56,022	1,480,350	7,400	1,474,350	(6,000)
	5,218,775	3,823,470	4,731,625	8,281,667	5,220,919	489,294
TRANSFERS/REIMBURSEMENTS FROM OTHER FUNDS:						
RISK MANAGEMENT FUND (LEGAL)	601,187	553,292	573,494	573,494	625,492	51,998
COMMUNITY DEV (SR. CENTER)	6,000	6,000	0	6,000	6,000	6,000
ELECTRIC DEPARTMENT (LEGAL)	42,000	42,000	42,000	42,000	42,000	0
ELECTRIC DEPARTMENT (TAX EQUIV)	2,864,868	3,047,251	3,047,250	3,047,250	3,265,000	217,750
WATER & SEWER DEPT. (BENEFITS)	67,631	80,749	91,500	91,500	91,500	0
WATER & SEWER DEPT. (LEGAL)	140,000	140,000	140,000	140,000	140,000	0
WATER & SEWER (IT REIMB.)	52,048	108,003	54,500	110,000	115,000	60,500
STORMWATER FUND (ENG. LABOR)	382,207	569,050	350,000	590,000	660,000	310,000
STORMWATER FUND (ST.SWEEPER)			215,000	180,000	240,000	25,000
STORMWATER FUND (STREET LABORER)		93,904	75,820	163,500	163,500	87,680
CITY SCHOOLS (DARE)	0	0	52,000	0	0	(52,000)
CITY SCHOOLS (LEGAL)	75,000	75,000	75,000	75,000	75,000	0
DRUG FUND (OVERTIME)	159,355	126,765	110,000	100,000	110,000	0
	4,390,296	4,842,014	4,826,564	5,118,744	5,533,492	706,928
TOTAL NON-PROPERTY TAX REVENUE	83,896,879	85,479,514	86,211,307	87,591,075	92,760,063	6,548,757
TOTAL GENERAL FUND REVENUES	119,468,199	121,508,081	122,548,418	124,186,439	130,337,835	7,789,418

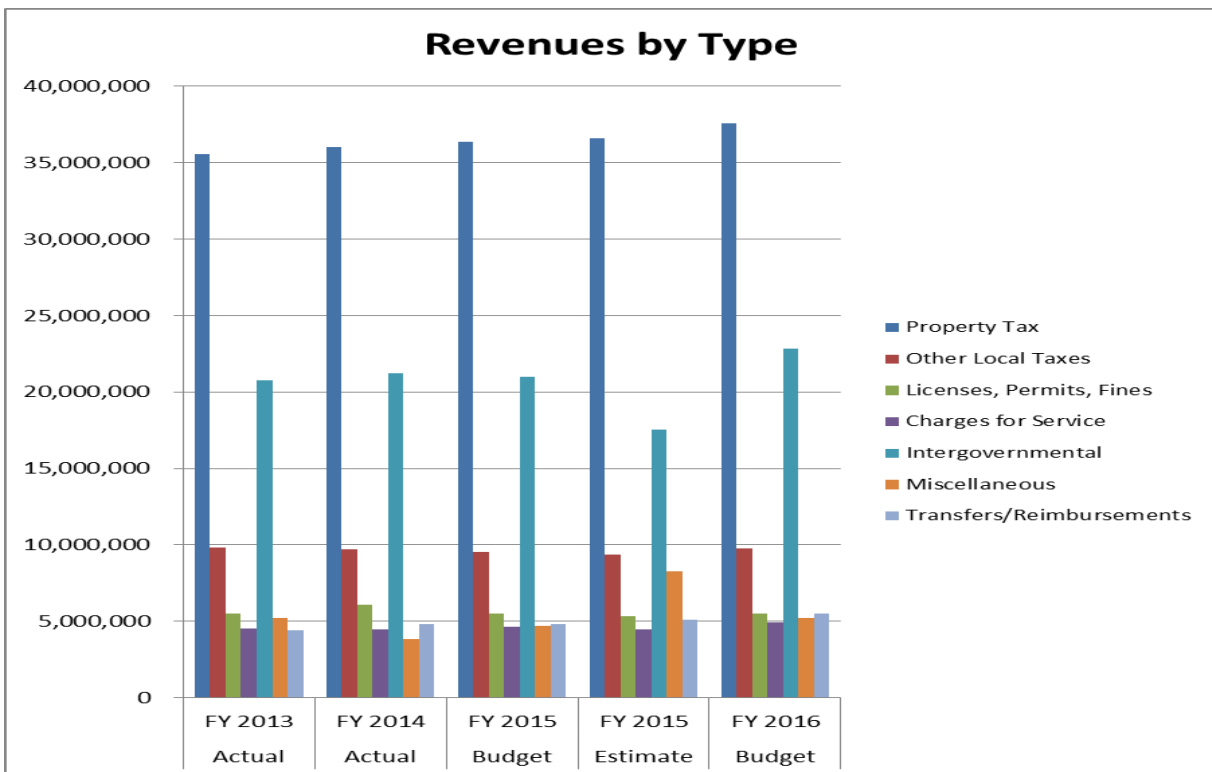
GENERAL FUND REVENUES

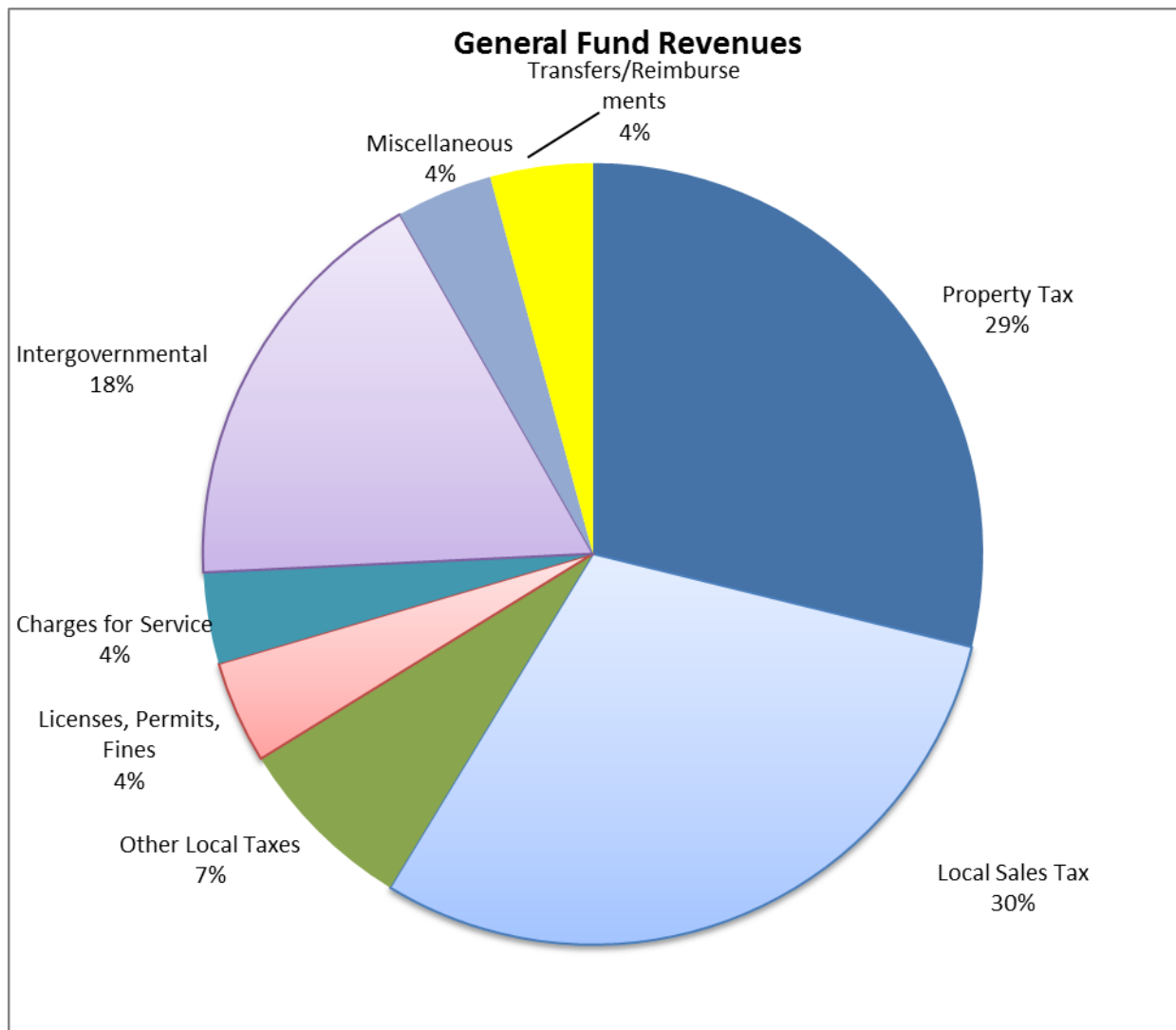
OVERVIEW

General Fund revenues for FY 2016 total \$130.34 million, reflecting a \$7.8 million or approximately a 6.4 percent increase from the FY 2015 budget.

	Actual	Actual	Budget	Estimate	Budget	Budgeted
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	Variance
Revenue						
Property Tax	35,571,320	36,028,567	36,337,111	36,595,364	37,577,772	1,240,661
Local Sales Tax	33,623,222	35,373,537	35,895,000	37,478,724	38,944,100	3,049,100
Other Local Taxes	9,821,971	9,690,738	9,556,701	9,394,422	9,786,302	229,601
Licenses, Permits, Fines	5,536,778	6,060,119	5,519,920	5,344,600	5,531,750	11,830
Charges for Service	4,534,160	4,486,423	4,671,945	4,450,334	4,919,880	247,936
Intergovernmental	20,771,677	21,197,213	21,009,552	17,522,584	22,823,620	1,814,068
Miscellaneous	5,218,775	3,823,318	4,731,625	8,281,667	5,220,919	489,294
Transfers/Reimbursements	4,390,296	4,842,014	4,826,564	5,118,744	5,533,492	706,928
Total	119,468,199	121,501,929	122,548,418	124,186,439	130,337,835	7,789,418

As you can see in the charts below, local sales tax revenues make up 30 percent of General Fund revenues followed closely behind by property tax revenues at 29 percent.





MAJOR REVENUE DESCRIPTIONS, ANALYSES AND PROJECTIONS

PROPERTY TAX

The City's Property Tax rate is established by City Council. The current property tax rate is \$1.2066 for each \$100 in assessed value. Property taxes are due and payable by December 31st each year.

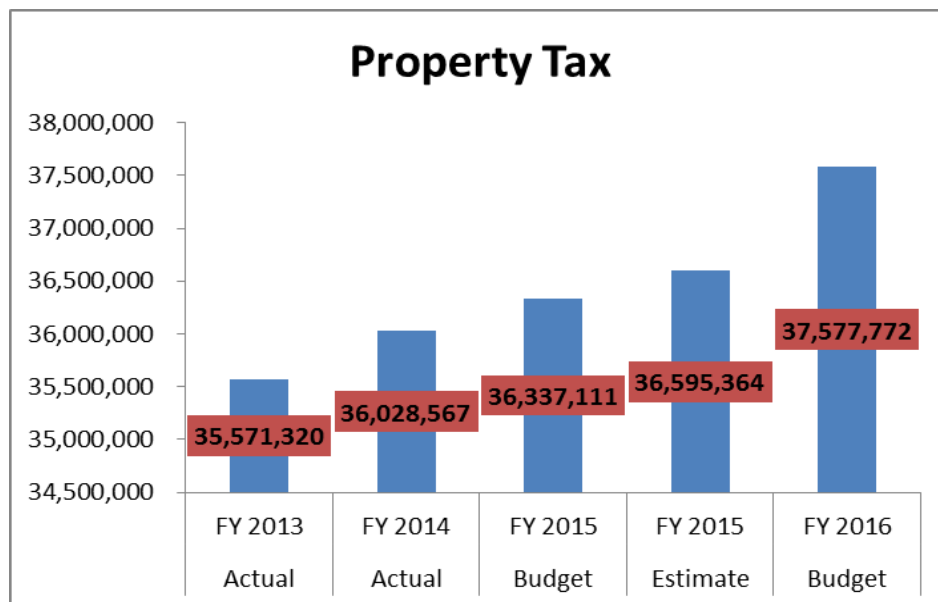
The Rutherford County Property Assessor locates and evaluates real property and tangible personal property for tax purposes. A reassessment is conducted every 4 years and was last completed in 2014. The County Board of Equalization hears assessment appeals. After completing the property reassessment, the certified tax rate is calculated, which is the tax rate on the new total assessment that would produce an equal amount of property tax levy as the preceding year. The new total assessment does not include properties being added to the tax roll for the first time in the reassessment year for the purposes of determining the new certified rate.

A city may not take an automatic windfall of increased revenue from a reappraisal. However, if a city wants to increase its revenue after a reappraisal, it must formally advertise its intention before the Council votes to adopt a tax rate higher than the certified rate.

The State Constitution provides that the following percentages of full value be used to determine assessments:

- Residential and farm real property: 25 percent
- Commercial and Industrial real property: 40 percent
- Commercial and Industrial tangible personal property: 30 percent
- Public utility real and tangible personal property: 55 percent
- Other tangible personal property: 5 percent

Property taxes are approximately 29 percent of total general fund revenue.



Public Utility – The property of privately owned public utilities (railroads, telephone, gas companies, etc) is assessed by the state Tennessee Regulatory Authority, subject to review and revision by the state Board of Equalization. The assessment ratio is 55 percent of appraised value.

TAX EQUIVALENTS, RECOVERY OF RESERVED AND PENALTY & INTEREST ON TAXES

Tax Equivalents, Recovery of Reserved Taxes and Penalty & Interest on Taxes make up approximately \$1.63 million of budgeted General Fund revenues.

The budgeted Tax Equivalents are determined based on previous agreements with the entity and/or the Rutherford County Industrial Development Board. The Industrial Development Board determines the payments based upon the economic impact of a project. The Murfreesboro Housing Authority makes an in lieu of tax payment to the City based on gross rent receipts.

According to state law, a City has an additional 10 years to collect property taxes once they become delinquent. The recovery of reserved taxes represents property tax payments from previous years that are received by the City. Between FY 2009 and FY 2014, the City's average property tax collection rate was 99.37 percent. This trend was utilized in determining this year's budgeted amount.

Penalties and interest are assessed and collected on property taxes that are paid after the due date. The penalty is ½ percent and interest of 1 percent is imposed on the first day of each month. Historical collection trends are used to determine this year's budgeted amount.

OTHER LOCAL TAXES

Other Local Taxes make up approximately \$47.1 million of General Fund revenues. These taxes include the local option sales tax, Gross Receipts Tax, Hotel/Motel Tax, and Beer & Liquor Taxes.

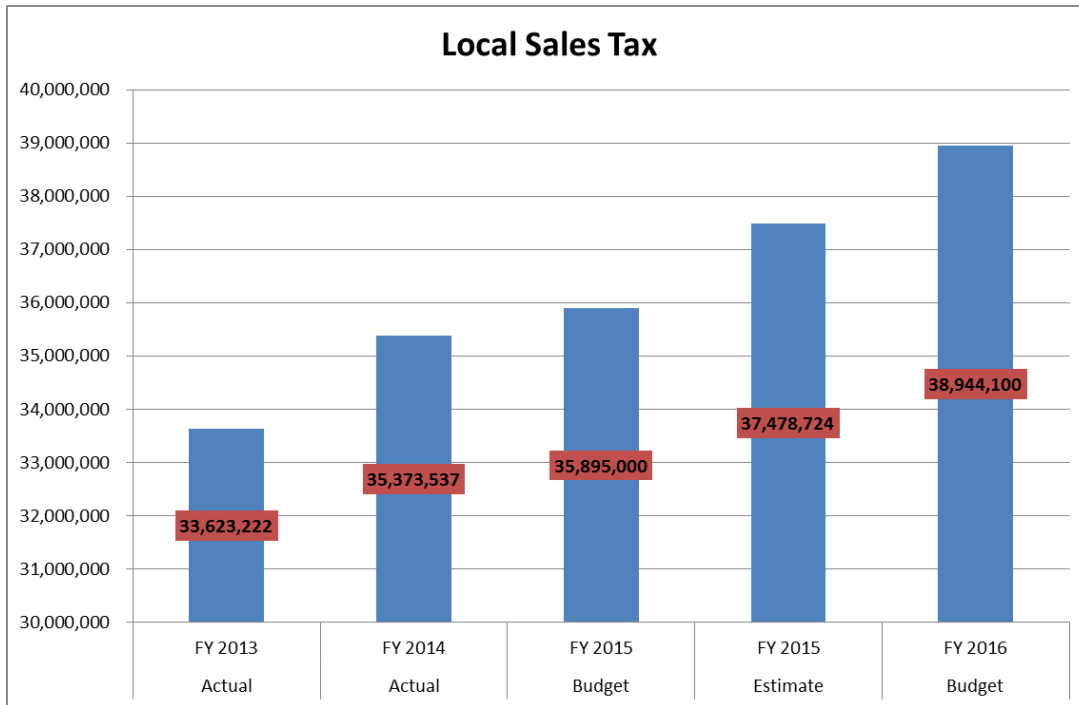
SALES TAX

The local option sales tax is 2.75 percent on most retail purchases. State law requires that the first half of all local option sales tax be distributed to County and City schools based on the average daily school attendance ratio between the two systems. The second half is distributed to the jurisdiction where the sale was made or the service delivered.

Unlike the state sales tax, the local option sales tax is not applied to the full purchase cost of expensive items. The local sales tax only applies to the first \$1,600 of the purchase price.

The tax is determined by reviewing historical trends and expected economic growth or decline based on local, state and national forecasts.

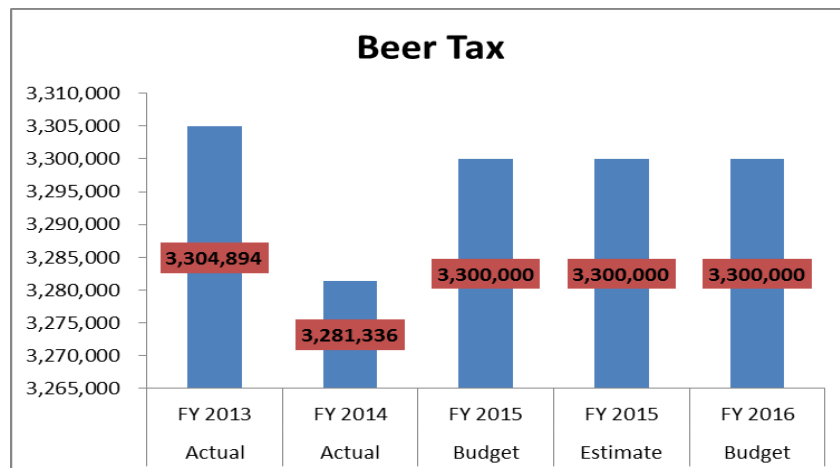
The local option sales tax is the general fund's second largest source of revenue.



BEER & LIQUOR TAXES

Beer Taxes- Effective FY 2014, the State changed this tax to a flat tax of \$35.60 per barrel of 31 gallons of beer sold. The tax upon barrels containing more or less than 31 gallons would be taxed at a proportionate rate. This tax remained flat as a result of this change in law. It is the fourth largest source of general fund revenue. The tax is budgeted based on historical trends and anticipated growth or decline.

Beer Privilege Tax - Section 4-44 of the City Code requires that businesses that sell, distribute, store or manufacture beer pay a beer privilege tax, in the amount of \$100. The beer privilege tax is due January 1 of each year. A one-time beer permit is also required.



LIQUOR TAX

Liquor Tax -

A 5 percent local liquor tax is levied against wholesale prices of liquor deliveries to package stores in the City. The tax is paid directly by the wholesale dealer to the City on a monthly basis. The City retains 95% of the tax with the balance being vendor compensation for the collections. The tax is budgeted based on historical trends and anticipated growth or decline.

Liquor Privilege Tax - The City levies a privilege tax to be paid annually for on-premise consumption. Section 4-37 of the City Code provides a table of tax rates, which is calculated on the type of business. The tax ranges from \$300 to \$1,500. The liquor privilege tax is due on October 1 of each year.

HOTEL MOTEL TAX

The City has enacted a local hotel and motel tax in the amount of 2.5 percent of the room rate charged by the operator. It is collected when the customer is invoiced and remitted by the hotel or motel operator no later than the 20th of the month to the City Treasurer.

The Hotel Motel tax revenue is used to fund the Chamber of Commerce and other tourism-related organizations or tourism activities of the City.

The budget is determined based on historical trends and anticipated tourist events.

LICENSES, PERMITS, FINES AND FEES

The City's various departmental permits, fees, licenses and fines are included in this section. They make up approximately \$5.5 million of General Fund revenues.

BUILDING & DEVELOPMENT

Anticipated developments, commercial additions and the expected economic growth or decline facilitate the amounts budgeted for the building and development licenses, permits and fees.

Building Permits - Building permits make up 25 percent of Licenses, Permits, Fines and Fees. Building permit fees are based on square footage of heated areas plus one-third of the square feet of unheated areas and areas under roof, such as garages, unfinished basements and carports.

Electrical License - The City requires electrical contractors to obtain a City of Murfreesboro electrical license to install, maintain or repair electrical wiring, devices, signs and appliances. Section 11-50 of the City Code sets forth the limitations of work permitted in each class of license. The fees are due on October 1.

Gas License - The City requires gas contractors to obtain a City of Murfreesboro gas license to install or modify gas piping, venting or equipment. Section 15-25 of the City Code sets forth the limitations of work permitted by each class of license. The City's Board of Gas Examiners is responsible for approving

applicants to take the exams for the classes listed. The fees are due and payable on October 1 of each year.

Plumbing Permits Fee - Plumbing permits are a flat fee of \$20 plus \$5 per fixture.

Electrical Permit Fee - Electrical permit fees are calculated based on service size and the number of inspections. The base fee is \$35.00.

Mechanical Permit Fee - Mechanical permits for residential units are \$38. Commercial units are a \$30 flat fee plus \$20 for the first 1,000 square feet (sf) and \$6/each additional 1,000 sf.

Gas Permit Fee - Gas permit are a \$20 flat fee plus \$5.00 per fixture.

Land Disturbance Permit Fee - New construction projects in the City of Murfreesboro such as new retail buildings, new subdivisions, or new roadways that include land disturbing activities like grading, excavation, clearing, and utility installation are required to obtain a City Land Disturbance Permit. The owner, developer, engineer or contractor can initiate the permitting process by completion and submittal of a Land Disturbance Permit application to the City Engineering Department. Following approval of the application by the Engineering Department, a Land Disturbance Permit must be obtained by the contractor from the Building and Codes Department prior to beginning construction activities. Fees for the permit are \$150 plus \$50 per acre of construction area.

COURT FINES

Court Fines - Court Fines make up approximately 36.2 percent of Licenses, Permits, Fines and Fees. Budgeted amounts are determined based on population growth and historical trends.

The Murfreesboro City Court has a cash appearance bond schedule for speeding, parking, alcohol possession and other violations.

The minimum cash bond for speeding offenses is \$130 plus \$1 per mile in excess of 10 miles per hour over the posted speed limit. The maximum amount is \$175 excluding court costs and taxes.

Automated Traffic Enforcement - The Automated Traffic Enforcement citations are \$50. During FY 2011, the City issued an Invitation to Bid on these services and as a result a new contract with our existing service provider was negotiated. Under the new contract, the service provider will receive 100% (\$50) of the citation amount on the first 1,200 citations paid and 50% (\$25) on any additional citations paid. The City will continue to retain all court costs collected. Budgeted amounts are determined based on historical trends.

Court Fines – Drug Fund - Drug fines collected by County Courts are distributed 50 percent to each the General Fund and Drug Fund in accordance with TCA 39-17-428. It has been the City's practice to transfer the General Fund portion to the Drug Fund to further assist the Police Department.

CHARGES FOR SERVICE

Charges for Service make up approximately \$4.92 million of General Fund revenues. These are departmental charges to the public for use of facilities and/or services of the City.

RECREATION DEPARTMENT SERVICE CHARGES

The Recreation Department service charges include charges for use of Recreational facilities and participation in Recreational activities. These charges make up approximately 34 percent of the Charges for Service category. Amounts budgeted are determined based on historical trends, expected growth or decline and changes to Recreational events that may impact the department's fees.

GOLF DEPARTMENT SERVICE CHARGES

The Golf Department service charges are charges for golf rounds, rental of carts, concessions and merchandise sales. These charges make up 39 percent of the Charges for Service category. Amounts budgeted are determined based on historical trends and anticipated growth.

INTERGOVERNMENTAL REVENUE

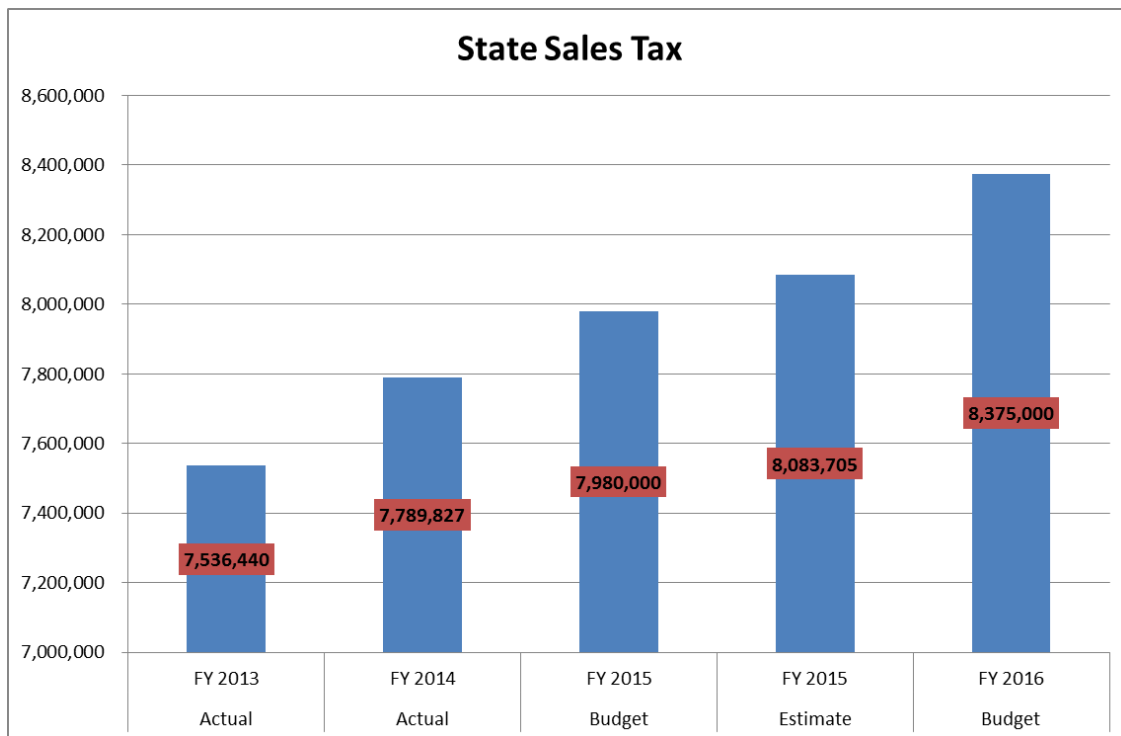
Intergovernmental Revenues are made up of revenues from Rutherford County, the State of Tennessee and the Federal Government. This category is approximately \$22.83 million of General Fund revenues.

STATE OF TENNESSEE SHARED TAXES

State of Tennessee Shared Taxes makes up approximately 70 percent of the Intergovernmental Revenues.

State Sales Tax - The current state sales tax rate is 7 percent (except food, on which the rate is 5.5 percent), plus an additional 2.75 percent on the portion of the purchase price of single articles subject to local sales taxes from \$1,600.01 through \$3,200. The state sales tax rate includes 0.5 percent earmarked for K-12 education. Cities receive 4.5925 percent of the remaining 5.5 percent after deductions. It is distributed based on population and the City budgeted approximately \$71.55 per City resident for FY 2016.

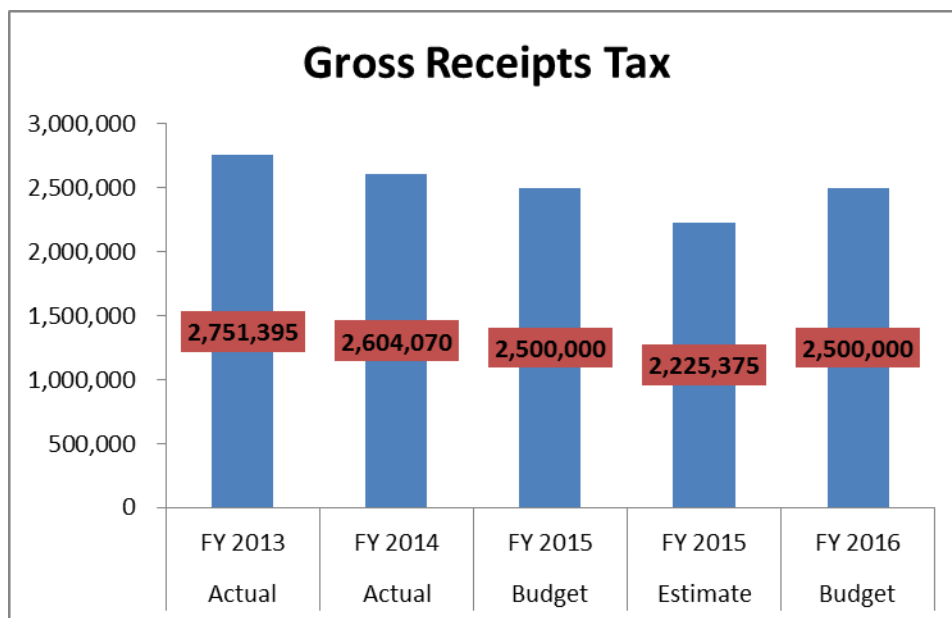
The state sales tax allocation is the general fund's third largest source of revenue.



Gross Receipts Tax - The Gross Receipts Tax is often referred to as the Business License revenues. Businesses are required to file tax returns with the State listing the gross amount of sales tax owed to the State, the amount of deductions for sales tax purposes, and the total gross sales, accompanied by the appropriate business tax payment. The State remits the City's portion less an administrative fee on a monthly basis.

Tennessee Code Annotated 67-4-708 defines the classifications. Effective January 1, 2014, all classifications are required to file either at their fiscal year end or at the calendar year end. Taxpayers must file their return by the 15th day of the fourth month following their federal tax yearend.

Gross Receipts Tax is the fifth largest source of operating revenue for the City. The budget amount for this tax is determined using historical trends and the economic climate.



TVA Gross Receipts Tax - TVA pays 5 percent of gross power sale proceeds to the State in lieu of taxes. The State distributes 30 percent of the revenue generated above the benchmark year (1978). The tax is distributed to cities based on population. The State distributes this revenue quarterly. For FY 2016, the City budgeted approximately \$11.04 per City resident in state gross receipts tax revenue.

State Income Tax - Three-eighths of the 6 percent state tax on certain dividend and interest income paid by taxpayers is remitted by the State to the City in which the taxpayers live. Payment is made for all such taxpayers no later than the following July 31 based on taxes collected in that city in the preceding fiscal year. This is also referred to as the Hall Income Tax.

State Beer Tax - The state levies a \$4.29 per barrel tax on the manufacture, sale, and transportation of beer. Cities are allocated 10.05 percent of this money on a per capita basis without regard to legal beer sales in the City. For FY 2016, the City budgeted approximately \$0.44 per City resident from the state in state beer tax.

Mixed Drink Tax - The state levies a 15 percent gross receipts tax on wine and spirit sales. The tax is earmarked for education and local government. Cities receive 25 percent of the tax collected from businesses in their boundaries.

State Excise Tax - The state corporate excise tax is collected from banks and is shared with municipalities and counties. Generally, the excise tax on banks is 3 percent of net earnings (excluding interest from state bonds) minus 7 percent of ad valorem taxes, with a complicated formula for determining a minimum tax based on a bank's capital stock.

Street & Transportation - The Special Petroleum Products Tax is levied by the State, in the amount of 1 cent per gallon on all petroleum products. It is distributed to cities based on population. For FY 2016, the City budgeted approximately \$1.90 per City resident.

Telecom Sales Tax - Public Chapter 719 of State law provides for taxation of mobile communication services. Interstate telecommunications are subject to tax if the services originate in, or are received in, Tennessee and are billed or charged to a service address in Tennessee. The sales tax rate is 2.5 percent. The state's formula for distributing the telecom tax is half based on the service address and half based on the proportion of the City's population with the aggregated population of the state.

State Highway Maintenance - The State contracts with the City annually to provide for maintenance of state rights-of-way within the City limits.

STATE AND FEDERAL GRANTS

State and Federal grants make up approximately 5.4 percent of General Fund Revenues.

Public Transportation - The Transportation Department receives several grants for the operation of Rover, the City's public transit service. The Federal and State portions of the grant are based on expected expenditures. Funding is reimbursed at either 90 percent for capital items or 75 percent for operating expenditures.

Recreation Greenway - The Parks and Recreation Department is responsible for the development and maintenance of the City's Greenway system. The development of the Greenway is 80 percent funded by the Federal Government through the use of grants. The remaining 20 percent is funded by the City.

JAG Grant - The Police Department received a Justice Assistance Grant (JAG) to fund police equipment not otherwise funded. The amount budgeted for this grant is based on the grant award.

MISCELLANEOUS REVENUE

GAS FRANCHISE TAX

The current gas franchise with Atmos requires payment of a franchise fee in the amount of 3 percent of revenues. Amounts budgeted are based on historical trends.

CABLE FRANCHISE FEE

Amounts budgeted are based on historical trends.

TRANSFERS & REIMBURSEMENTS FROM OTHER FUNDS

Transfers and Reimbursements from Other Funds include transfers for tax equivalents, legal services, reimbursement of Information Technology expenditures and various other miscellaneous items.

FROM ELECTRIC DEPARTMENT – TAX EQUIVALENT

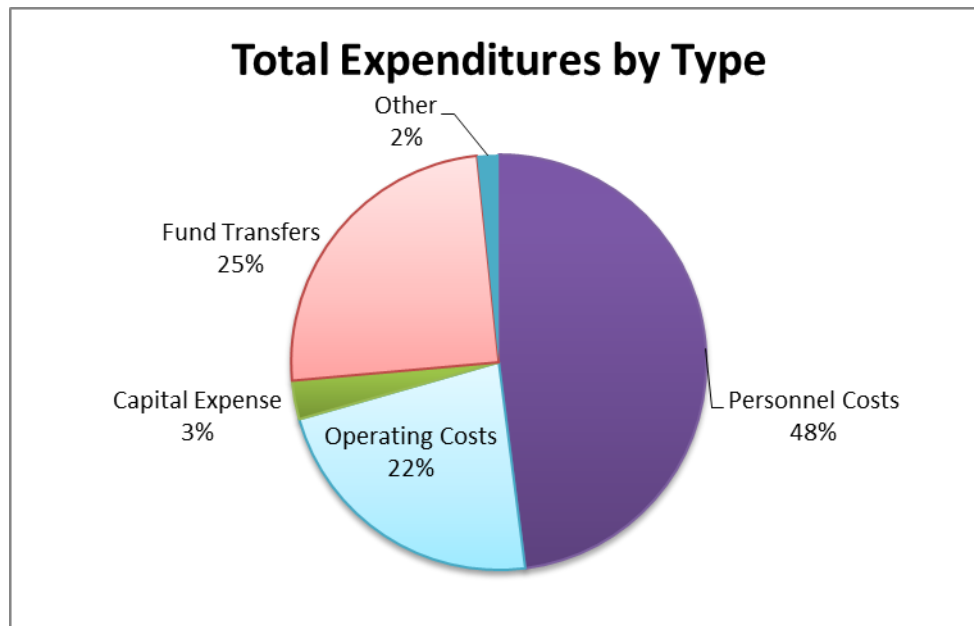
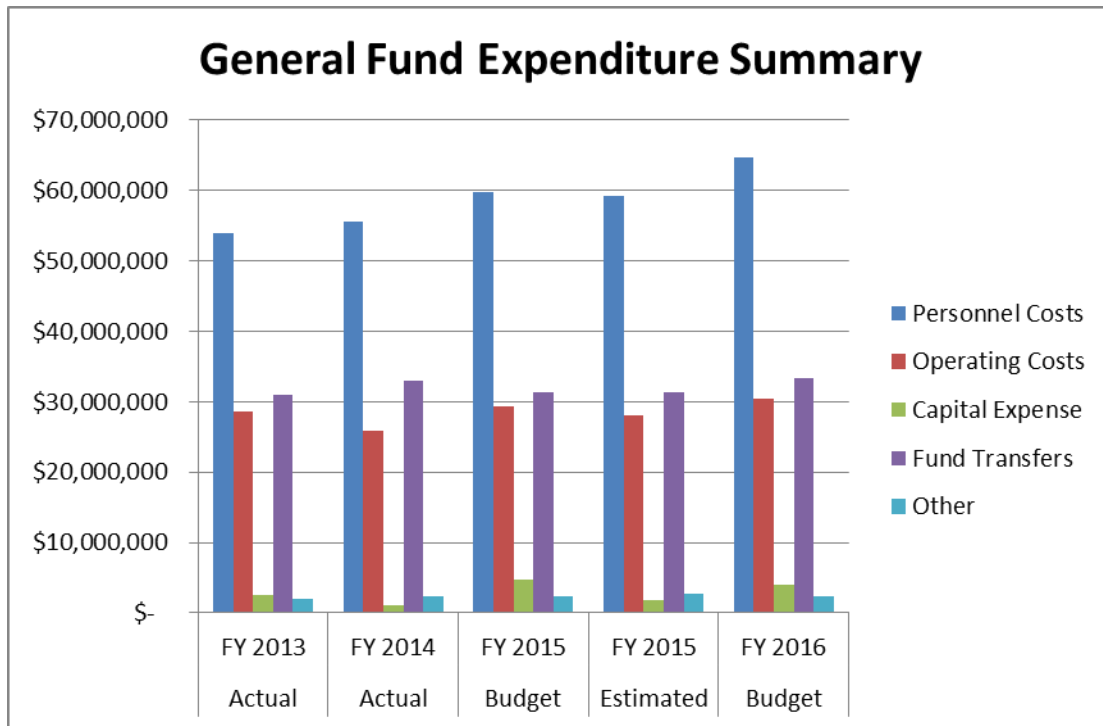
The Electric Department transfer for Tax Equivalent is submitted in lieu of taxes on the electric system and electric operations. The amount is equal to the property tax the system would pay if it were a private utility plus 4 percent of the average of revenue minus power cost for the preceding three fiscal years.

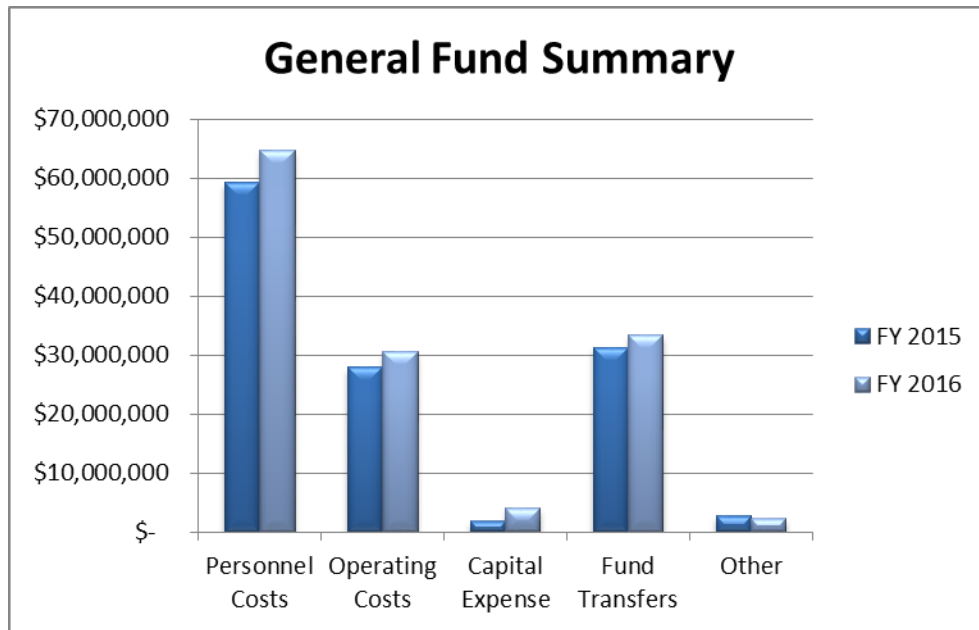
GENERAL FUND EXPENDITURES

	2015-2016 BUDGET YEAR					
	RECAPITULATION OF EXPENDITURES					
DESCRIPTIONS	2012/2013 ACTUAL	2013/2014 ACTUAL	2014/2015 BUDGET	2014/2015 ESTIMATE	2015/2016 BUDGET	INCREASE (DECREASE)
GENERAL FUND						
MAYOR & COUNCIL					218,488	218,488
ADMINISTRATION	3,971,239	4,068,086	4,638,591	4,611,464	2,166,000	(2,472,591)
FINANCE & TAX					1,560,902	1,560,902
PURCHASING					213,864	213,864
BUILDING MAINTENANCE					434,132	434,132
LEGAL DEPARTMENT	788,577	799,518	830,494	848,178	1,002,969	172,475
HUMAN RESOURCES DEPARTMENT	779,724	808,666	997,068	960,447	1,092,545	95,477
PLANNING	1,735,738	647,529	966,160	1,070,622	1,391,013	424,853
ENGINEERING:						
ENGINEERING DIVISION	5,157,100	2,701,373	3,176,021	2,263,099	4,535,698	1,359,677
STREET DIVISION	4,018,116	4,001,176	4,443,553	4,450,324	4,473,082	29,529
STATE STREET AID DEPARTMENT	2,606,712	2,767,337	2,800,350	2,800,000	2,900,350	100,000
TRANSPORTATION DEPARTMENT	3,078,509	2,455,001	2,342,701	2,240,409	2,632,838	290,137
INFORMATION TECHNOLOGY	1,181,908	1,537,046	1,803,029	2,050,610	2,374,298	571,269
COMMUNICATIONS DEPARTMENT	603,883	600,394	727,301	708,094	1,510,928	783,627
BUILDING DEPARTMENT	1,663,480	1,747,137	1,870,492	1,852,661	1,935,694	65,202
JUDICIAL DEPARTMENT	446,771	436,176	516,233	461,264	530,692	14,459
POLICE DEPARTMENT	24,581,855	25,154,026	26,177,770	26,192,459	27,661,105	1,483,335
FIRE & RESCUE DEPARTMENT	14,872,249	15,598,308	16,574,333	16,147,180	17,572,756	998,423
URBAN ENVIRONMENT DEPT.	963,107	1,025,071	1,115,283	1,011,446	1,277,467	162,184
CIVIC PLAZA	104,094	56,912	76,781	72,616	70,238	(6,543)
PARKING GARAGE	116,176	105,610	117,490	178,321	143,200	25,710
PARKS & RECREATION DEPT	8,380,162	8,770,081	12,713,000	10,781,225	12,267,600	(445,400)
GOLF DEPARTMENT:						
OLD FORT GOLF COURSE	1,545,586	1,603,371	1,614,271	1,660,509	1,739,634	125,363
VET. ADM. GOLF COURSE	284,373	293,025	311,672	322,003	325,972	14,300
BLOOMFIELD	170,788	39,356	58,249	38,904	185,682	127,434
SOLID WASTE DEPT	4,266,166	3,959,760	4,536,535	4,320,916	4,583,325	46,790
SENIOR CITIZENS DEPT	856,949	862,051	956,779	918,177	1,062,316	105,537
COMMUNITY DEVELOPMENT	801,719	991,968	1,369,943	974,943	1,206,605	(163,338)
DRUG FUND	98,031	140,401	100,000	100,000	100,000	0
CITY SCHOOLS	4,810,103	4,810,103	4,810,103	4,810,103	5,310,103	500,000
CITY SCHOOLS - PROJECT	385,678				0	0
PUB HEALTH, EDUC & WELFARE:						
OTHER GOV'T AGENCIES	927,311	1,312,799	1,356,287	1,719,096	1,204,956	(151,331)
RUTHERFORD COUNTY CHAMBER:						
ECONOMIC DEVELP. DEPT.	97,250	97,250	97,250	97,250	97,250	0
COMMUNITY NEEDS ASSESSMENT	15,000	0	0	0	0	0
M'BORO ECONOMIC DEV.	22,500	22,500	22,500	22,500	22,500	0
DESTINATION R'FORD	120,000	120,000	120,000	120,000	120,000	0
TOURISM	325,280	341,415	358,992	358,992	389,960	30,968
OTHER TOURISM	183,181	160,189	160,000	160,275	159,500	(500)
OUTSIDE AGENCIES	103,245	109,001	118,890	120,279	128,890	10,000
GATEWAY PROJECT	193,673	17,257	30,000	93,116	180,000	150,000
RESERVE FOR UNCOLL. TAXES	714,389	718,496	726,742	731,907	751,555	24,813
ADJ & ALLOW - DELINQ TAXES	916,340	499,050	200,000	25,000	100,000	(100,000)
MIXED DRINK TAX-SCHOOLS	396,773	409,123	422,300	440,309	480,000	57,700
UNFORESEEN CONTINGENCIES	0	45,593	1,035,000	100,000	500,000	(535,000)
HEALTH WELLNESS/HRA INCENTIVE	0	0	273,675	272,850	277,850	4,175
COUNTY SHARED COSTS	0	0	456,500	482,390	25,000	(431,500)
FUEL EQUIPMENT	6,209	16,955	10,000	15,385	15,385	5,385
DEBT SERVICE	26,139,822	28,071,265	26,397,595	26,375,349	27,941,705	1,544,110
TOTAL GENERAL FUND	118,429,766	117,920,375	127,429,932	122,980,671	134,874,047	7,444,115

GENERAL FUND EXPENDITURE SUMMARY

Total General Fund expenditures are \$134.87 million, an increase of approximately \$7.4 million over FY 2015 budget. This budget proposes a 4% step increase to all full-time employees this year.





Fund transfers include funding for City schools and debt service.

The City has budgeted General Fund balance of approximately \$4.5 million for FY 2016, which is approximately \$0.4 million less than budgeted fund balance in FY 2015.



MAYOR AND COUNCIL

DEPARTMENT SUMMARY

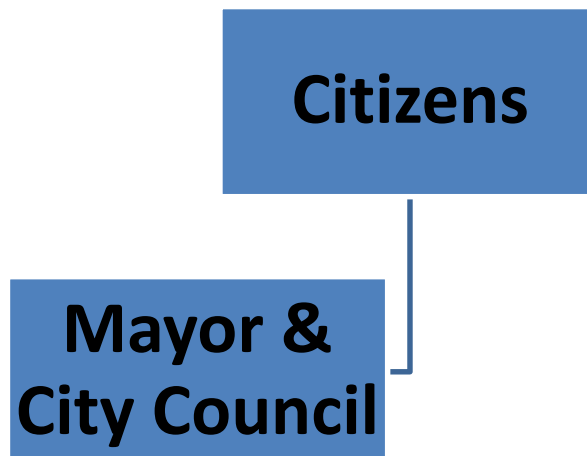
Until FY 2016, the General and Administrative Department included funding for City Council, City Manager's office, Finance Department and City Hall maintenance and operations. In FY 2016, the City is implementing a new Enterprise Resource Planning (ERP) software. This new software will allow for more detailed financial reporting. As a result, the departments listed above have been separated in order to facilitate transparency and better report on the costs of the City.

The Mayor and City Council is the governing body, who are elected to four year terms. Non-partisan elections are held in even numbered years on a staggered basis. The Mayor and City Council are elected at large.

The City Council is responsible for adopting ordinances, the annual budget, appointing committees and establishing policies.

The majority of costs incurred by this department are related to salaries, benefits and training. Effective FY 2016, the City intends to utilize the services of a Beer Board Hearing Officer to administer Council responsibilities regarding beer permit violations.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Respond effectively to citizen concerns
- Continue re-investment and focus of the City's neighborhoods
- Visioning and planning to ensure the long term livability of the community
- Oversee the Comprehensive Plan development

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Direct City Manager and staff in carrying out sound fiscal management
- Approve financial policies of the City
- Approve the annual and capital improvement budgets
- Ensure climate that encourage investment, development and
- Consider approval of bids, proposals, contracts, etc.

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Support City employees on a daily basis and in their professional development
- Continue to support City departments in the innovative manner in which Murfreesboro expects
- Continue communication and interaction with Murfreesboro residents

ENGAGING OUR COMMUNITY

- Provide quality methods for citizens to communicate and dialogue with their City government
-

FY 2015 ACCOMPLISHMENTS

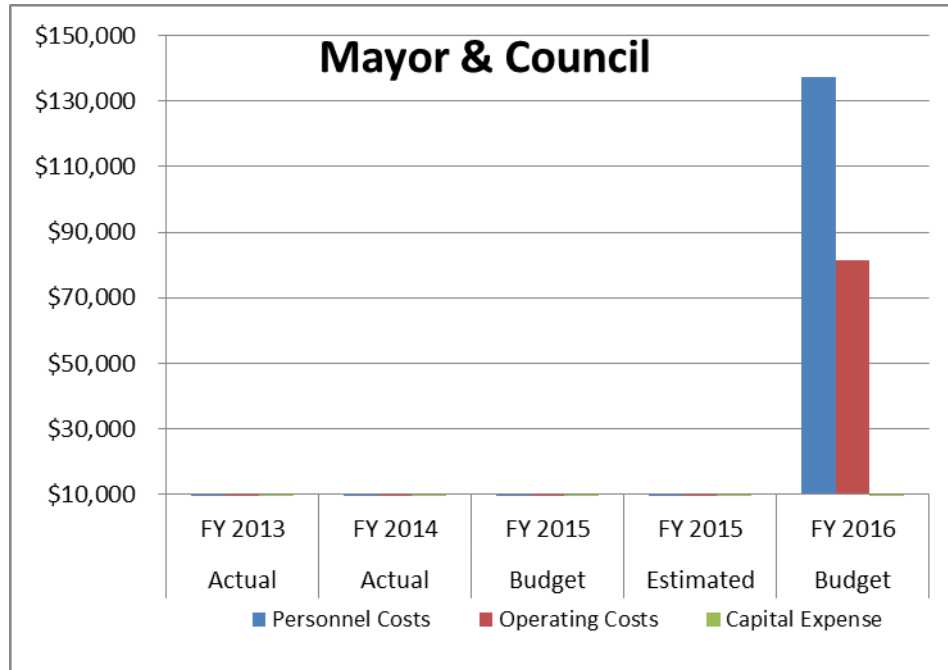
- Recruited and located M-Tek's North American corporate headquarters to the Gateway
- Sold 12 acres in the Gateway for the Fountains, a mixed use Class A office development
- Began a public comment period at the first Council meeting of each month
- Approved new senior property tax relief program
- Opened Overall Creek Elementary School in western part of the City

FY 2016 DEPARTMENT GOALS

- Launch a new on-line community discussion board that was used successfully during the comprehensive plan
- Approve the comprehensive plan, Murfreesboro 2035
- Recruit and hire a City Attorney
- Study the solid waste and recycling issues facing the City and Rutherford County

EXPENDITURE SUMMARY

	Mayor & Council				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ 137,138
Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ 81,350
Capital Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Total General & Administrative	\$ -	\$ -	\$ -	\$ -	\$ 218,488



HUMAN RESOURCE SUMMARY

Mayor and Council				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
Mayor	1	1	1	1
City Council	6	6	6	6
Total Mayor and Council	7	7	7	7

In FY16 the Mayor and Council, Administration Department, Finance and Tax Department, Purchasing Department, and General Government Buildings were divided out from Finance and Administration Department.

	2015-2016 BUDGET YEAR					
	MAYOR AND COUNCIL BUDGET					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
EXPENDITURES						
PERSONNEL COSTS**						
SALARIES & WAGES					80,400	80,400
SALARIES & WAGES					80,400	80,400
SOCIAL SECURITY					6,151	6,151
MEDICAL - DENTAL					43,398	43,398
PENSION PLAN					4,213	4,213
RETIREMENT (401A)					2,310	2,310
LIFE INSURANCE/LTD					553	553
WORKERS' COMPENSATION					113	113
TOTAL PERSONNEL COSTS					137,138	137,138
SUPPLIES						
OFFICE					500	500
ADVERTISING					500	500
MISCELLANEOUS SUPPLIES					150	150
					1,150	1,150
UTILITY SERVICE						
CELLULAR TELEPHONE					500	500
					500	500
TRAVEL AND SUBSISTENCE						
USE OF EMPLOYEE'S AUTO:						
MAYOR & COUNCIL					19,200	19,200
OUT OF TOWN TRAVEL					250	250
MEALS DURING MEETINGS					1,500	1,500
					20,950	20,950
MISCELLANEOUS EXPENSE						
TRAINING PERSONNEL					13,000	13,000
LEGAL SERVICES					2,000	2,000
COMPUTER SOFTWARE					250	250
CHRISTMAS - GIFT CERTIFICATES					42,500	42,500
OTHER MISCELLANEOUS					500	500
					58,250	58,250
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					500	500
					500	500
TOTAL MAYOR AND COUNCIL					218,488	218,488
NOTE: PRIOR TO FY 2016 THE FINANCE BUDGET WAS INCLUDED IN GENERAL AND ADMINISTRATIVE.						
THE HISTORY PRIOR TO FY 2016 CAN NOW BE FOUND IN THE ADMINISTRATION BUDGET.						



CITY MANAGER'S OFFICE

DEPARTMENT SUMMARY

The City Manager's Office provides centralized direction and leadership for the effective administration and operations of all municipal services for the City of Murfreesboro as directed by the City Council. The City Manager's Office prepares and submits to the City Council a balanced budget for municipal services in adherence with the policy goals and objectives established by the City Council while employing such managerial techniques as needed to assure efficient and effective utilization of the City's resources.

Other responsibilities of the City Manager include the implementation of the policies of the elected City Council, preparing the annual budget, hiring personnel, directing day-to-day operations, attending council meetings, recommending policies or programs to the City Council and keeping the council fully advised on financial and other conditions of the city.

The council-manager form of local government combines the strong political leadership of elected officials in the form of a council or other governing body with the strong managerial experience of an appointed local government manager. Approximately 59% of US cities with populations of 25,000 or more and 47% of US cities with populations of 5,000 or more have adopted the council-manager form.

There are several individual line items in the General Administrative budget that skew normal operating costs.

General Administrative is the home for a number of risk management and retirement related expenses for the entire organization. All expenses of the retired workforce's medical and dental coverage (\$959,949) Other Post-Employment Benefit (OPEB) expenses (\$17,000) and Section 125 administrative expenses (\$11,000) are included in this budget.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Respond effectively to citizen concerns
- Continue re-investment and focus of the City's neighborhoods
- Use of technology to warn residents of weather or other emergencies
- Visioning and planning to ensure the long term livability of the community
- Oversee the Comprehensive Plan development

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Pursued economic development projects in the City, including the Gateway
- Update the capital improvement plan
- Identify the most cost effective instruments to fund the City's capital improvement plan
- Monitor revenue and expenditures and recommend appropriate adjustments
- In conjunction with the Chamber of Commerce, continue regular meetings with large employers and attract new investment and jobs
- Co-manage the implementation of the Information Technology Strategic Plan
- Assist in the implementation of the Classification and Compensation Plan

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Support City employees on a daily basis and in their professional development
- Continue to support City departments in the innovative manner in which Murfreesboro expects

ENGAGING OUR COMMUNITY

- Provide quality methods for citizens to communicate and dialogue with their City government
- Conduct a third session of Citizens Academy
- Identify other social media vehicles to engage our residents
- Provide opportunities to reach out to the City's workforce to provide information and receive feedback

FY 2015 ACCOMPLISHMENTS

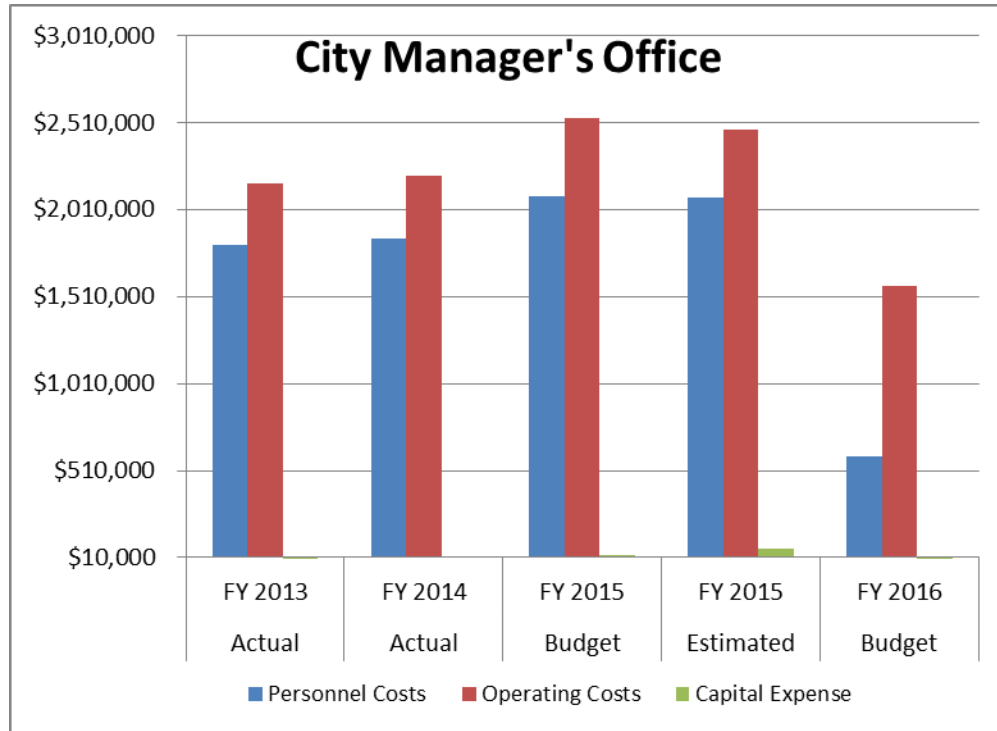
- Continued development of an information technology strategic plan
- Continued STARS program to recognize and reward employee accomplishments and achievements
- Continued regular communications with City Council in providing information about the City
- Continued use of Twitter social media site
- Continue employee engagement efforts
- Completed classification and compensation plan study

FY 2016 DEPARTMENT GOALS

- Oversee and manage the City's Comprehensive Plan
- Study the use of Tax Increment Financing Districts as an economic development tool
- Expand the ability of the City and its residents to communicate through an on-line discussion board similar to the Mindmixer site used during Murfreesboro 2035.
- Recruit a replacement for the retiring Fire & Rescue Chief
- Continue the work of the leadership teams to focus on performance and customer service, empower employees and increase communications with employees
- Continue regular communications with City Council in providing information about the City
- Continue to recruit the best and brightest persons for positions with the City and ensure that the City's workforce is representative of the City's demographics
- Begin re-painting and re-carpeting project of City Hall

EXPENDITURE SUMMARY

	City Manager's Office				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 1,804,043	\$ 1,844,336	\$ 2,083,279	\$ 2,078,432	\$ 588,597
Operating Costs	\$ 2,160,741	\$ 2,206,146	\$ 2,532,962	\$ 2,468,532	\$ 1,572,403
Capital Expense	\$ 6,455	\$ 17,604	\$ 22,350	\$ 64,500	\$ 5,000
Total General & Administrative	\$ 3,971,239	\$ 4,068,086	\$ 4,638,591	\$ 4,611,464	\$ 2,166,000



HUMAN RESOURCE SUMMARY

City Manager's Office				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
City Manager	1	1	1	1
Assistant City Manager	1	1	2	2
Administrative Assistant	1	1	1	1
Assistant to City Manager	0	1	0	0
Service Excellence Coordinator	1	0	0	0
Subtotal Full-Time Positions	4	4	4	4
Courier	2	2	2	2
Subtotal Part-Time Positions	2	2	2	2
Total Administration Department	6	6	6	6
<i>In FY16 the Mayor and Council, Administration Department, Finance and Tax Department, Purchasing Department, and General Government Buildings were divided out from Finance and Administration Department.</i>				

	2015-2016 BUDGET YEAR					
	CITY MANAGER'S OFFICE BUDGET					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
EXPENDITURES						
PERSONNEL COSTS**						
SALARIES & WAGES					450,800	
LONGEVITY					2,460	
SALARIES & WAGES	1,283,932	1,327,358	1,485,043	1,485,043	453,260	(1,031,783)
SOCIAL SECURITY	92,402	95,928	114,337	114,337	34,674	(79,663)
MEDICAL - DENTAL	261,510	250,779	295,433	295,433	53,919	(241,514)
PENSION PLAN	130,916	138,027	140,365	140,365	40,944	(99,421)
RETIREMENT (401A)	5,392	3,407	12,004	12,004	4,904	(7,100)
LIFE INSURANCE/LTD	8,407	8,679	8,660	8,660	182	(8,478)
WORKERS' COMPENSATION	21,484	20,158	27,437	22,590	714	(26,723)
TOTAL PERSONNEL COSTS	1,804,043	1,844,336	2,083,279	2,078,432	588,597	(1,494,682)
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	3,880	4,606	4,426	4,356	3,470	(956)
VEHICLES & MACHINERY	261	206	500	150	400	(100)
OFFICE EQUIPMENT	15,424	18,055	20,000	18,000	3,000	(17,000)
BUILDINGS	37,487	24,926	40,000	60,000	1,000	(39,000)
SOFTWARE			110,535	110,535	500	(110,035)
	57,052	47,793	175,461	193,041	8,370	(167,091)
SUPPLIES						
POSTAGE	22,668	23,886	30,000	25,000	500	(29,500)
OFFICE	27,123	22,689	27,500	35,500	2,500	(25,000)
NEWSPAPER-MAGAZINES	1,080	1,316	1,500	1,400	1,250	(250)
ADVERTISING	10,985	6,760	12,000	12,000	8,000	(4,000)
EMPLOYEE	4,763	3,790	5,000	4,000	4,000	(1,000)
JANITORIAL	8,878	9,239	10,000	8,500	250	(9,750)
FUEL	4,308	3,836	4,310	3,100	3,464	(846)
ART COMMITTEE EXPENSE	868	988	900	900	900	0
CLOTHING	1,068	847	1,000	1,000	0	(1,000)
MISCELLANEOUS SUPPLIES	143	148	1,500	300	500	(1,000)
	81,884	73,499	93,710	91,700	21,364	(72,346)
INSURANCE						
GENERAL (NOT PRORATED)	2,646		2,646	2,646	2,646	0
GENERAL LIABILITY (NOT PRORATED)	142,292	142,292	142,292	142,292	142,292	0
BONDS	2,868	2,868	2,868	2,868	350	(2,518)
AUTOMOBILE	2,966	2,966	2,382	2,382	2,382	0
PROPERTY INSURANCE (NOT PRORATED)	21,378	21,403	21,378	21,468	21,500	122
FIRE (NOT PRORATED)	70,008	63,496	70,000	66,250	70,000	0
S.125 ADMIN FEES (NOT PRORATED)	9,714	9,911	8,500	11,000	11,000	2,500
UNEMPLOYMENT (NOT PRORATED)	49,547	10,802	65,000	22,500	55,000	(10,000)
	301,419	253,738	315,066	271,406	305,170	(9,896)
RETIREE EXPENSES						
RETIREE MEDICAL - DENTAL	757,201	809,021	891,625	921,900	959,949	68,324
OPEB ACTUARY STUDY	0	15,000	0	0	17,000	17,000
PENSION PLAN ADMIN (NOT PRORATED)	316,156	345,086	425,000	391,500	0	(425,000)
	1,073,357	1,169,107	1,316,625	1,313,400	976,949	(339,676)
UTILITY SERVICE						
ELECTRIC	134,111	129,565	137,000	137,550	0	(137,000)
WATER AND SEWER	8,448	8,269	10,000	8,800	0	(10,000)
TELEPHONE	39,565	39,867	40,000	40,800	37,500	(2,500)
CELLULAR TELEPHONE	2,873	3,377	3,000	5,550	1,500	(1,500)
	184,997	181,078	190,000	192,700	39,000	(151,000)

	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
TRAVEL AND SUBSISTENCE						
USE OF EMPLOYEE'S AUTO:						
MAYOR & COUNCIL	19,200	19,200	19,200	18,600	0	(19,200)
OTHERS - MILEAGE ONLY	961	510	1,000	750	700	(300)
OUT OF TOWN TRAVEL	3,499	967	2,000	500	1,250	(750)
MEALS DURING MEETINGS	4,124	5,781	4,500	4,500	2,400	(2,100)
	27,784	26,458	26,700	24,350	4,350	(22,350)
MISCELLANEOUS EXPENSE						
VENDING MACHINES	235	557	1,000	550	0	(1,000)
ASSOCIATION DUES	71,290	72,133	80,000	72,000	64,200	(15,800)
AUDIT SERVICE	175,750	165,150	173,400	173,400	0	(173,400)
AUDIT SERVICE-HOTEL/MOTEL	39,500					
ELECTIONS-REFERENDUMS	0	61,001				
TRAINING PERSONNEL	36,254	33,845	35,000	35,000	18,000	(17,000)
SERVICE EXCELLENCE TRAINING		1,385	20,000	100	20,000	0
COMPUTER SOFTWARE	0	12,705	15,000	13,000	13,000	(2,000)
COUNTY SHARED COSTS	39,587	43,456	12,000	0	0	(12,000)
EECBG GRANT EXPENSE	1,979					
CHRISTMAS - GIFT CERTIFICATES	41,108		42,000	42,385	0	(42,000)
CITIZENS ACADEMY		1,453	2,000	0	2,000	0
COMMUNITY ENGAGEMENT					12,000	12,000
SURVEYS & STUDIES		3,500	10,000	10,000	65,000	55,000
OTHER MISCELLANEOUS	28,545	59,288	25,000	35,500	23,000	(2,000)
	434,248	454,473	415,400	381,935	217,200	(198,200)
OPERATING BUDGET	3,964,784	4,050,482	4,616,241	4,546,964	2,161,000	(2,455,241)
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					5,000	
	6,455	17,604	22,350	64,500	5,000	(17,350)
TOTAL CITY MANAGER'S OFFICE	3,971,239	4,068,086	4,638,591	4,611,464	2,166,000	(2,472,591)
			2,555,312			
NOTE: BEGINNING IN FY 2016 COUNCIL, ADMINISTRATIVE, PURCHASING, AND MAINTENANCE DIVISIONS WERE MOVED TO THEIR OWN BUDGETS. THE HISTORY PRESENTED HERE IS FOR THE COMBINED GENERAL AND ADMINISTRATIVE BUDGETS.						



FINANCE & TAX DEPARTMENT

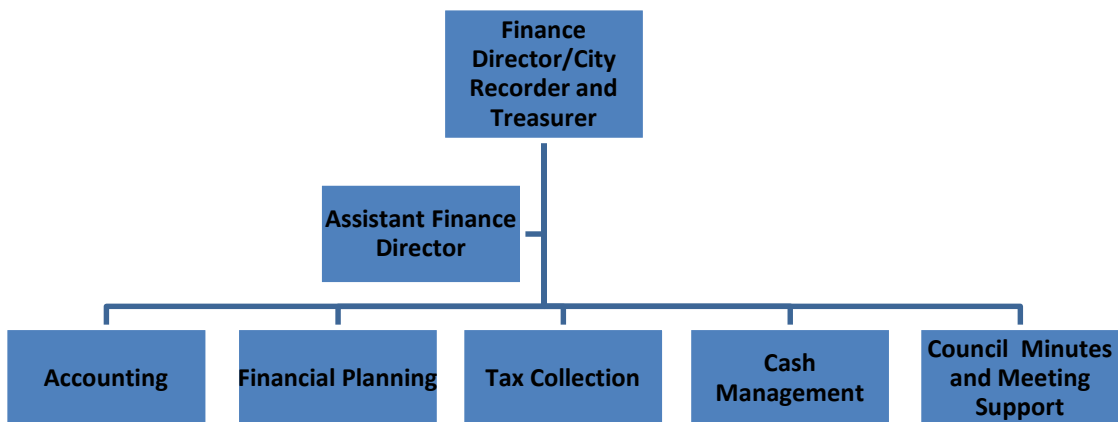
DEPARTMENT SUMMARY

The Finance & Tax Department has significant duties and responsibilities. The Department is charged with the prudent management and monitoring of the City's financial position. Key roles include maintaining accurate and timely reporting of revenues and expenditures for all City financial activities, responsibility for cash management, accounting for fixed assets, debt planning and long-range financial planning.

The Department is responsible for collecting property taxes and minimum business licenses. In addition, grant reporting, compliance and revenue collections are major functions of the department. The accounting staff assists in the completion of the annual audit and prepares the annual budget document. All disbursements of funds for the City, and financial compliance with local, state and federal agencies are managed or monitored through this department.

The City Recorder is required to attend City Council meetings to record the motion and vote of Council members, and to prepare and maintain minutes of Council meetings. Records of the City are maintained in this department, or coordinated with other departments, for access as requested as a public record.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Coordinate with various departments as citizens concerns are received

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Identify the most cost effective instruments to fund the City's capital improvement plan
- Monitor revenue and expenditures and recommend appropriate adjustments
- Work with departments to process grant and other reimbursement arrangements to ensure funds due the City are requested and received
- Monitoring the City's performance against the financial policies

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Maintain records and storage requirements to make public records available for requests
- Identify opportunities to streamline operations and achieve efficiencies
- Assist business owners with filing business tax information with the State
- Manage state property tax relief program to assist taxpayers through the process

ENGAGING OUR COMMUNITY

- Provide budget and audit documents via the Finance page of the City website to provide information to the citizens and investors of the community

FY 2015 ACCOMPLISHMENTS

- Began implementation and training for a new Enterprise Resource Planning (ERP) software for the City's Financial Information System, Human Resources Information System, Payroll and Judicial Court Package
- Received GFOA Budget Award for the fourth consecutive year
- Received GFOA Comprehensive Annual Financial Report award for sixteenth consecutive year
- Completed Finance Department remodel
- Completed first floor Breakroom remodel

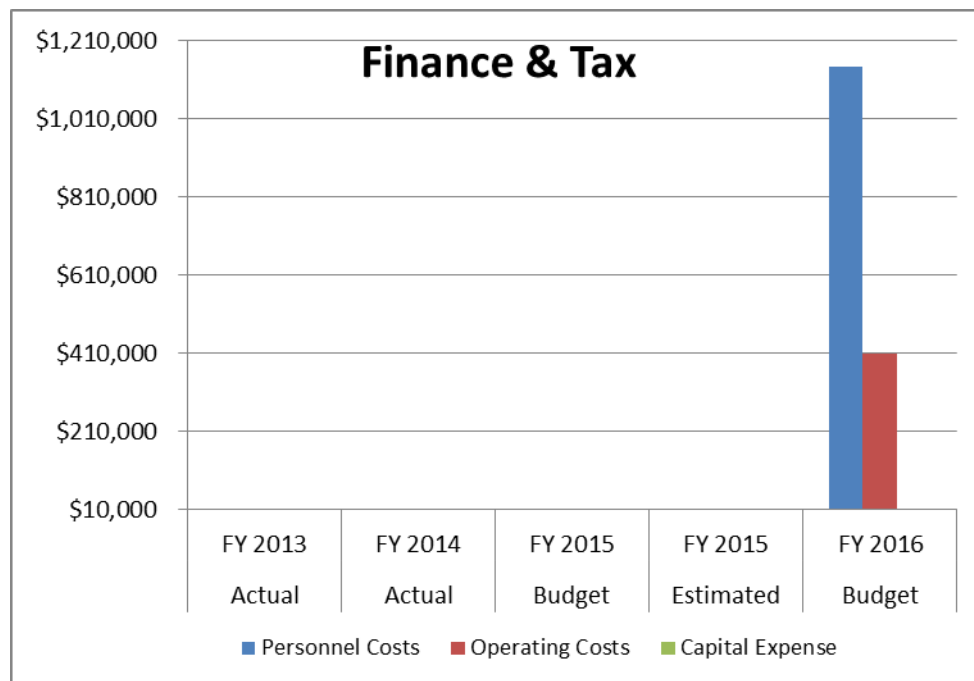
FY 2016 DEPARTMENT GOALS

- Implement go-live of core modules of new ERP software on July 1, 2015
- Interface with new Human Resources ERP module October 1, 2015
- Implement additional ERP modules, Court, Fixed Assets and Bid Package as training is complete and core finance modules are in place and proven
- Use the train-the-trainer approach to continue training new users to the ERP software

- Issue debt for new Capital Improvement Plan
- Implement the new senior tax freeze in coordination with the Rutherford County Trustee and Assessor's offices
- Coordinate with the Information Technology Department to add security measures to the Finance area
- Train tax department staff to perform general cashiering services for the City for the convenience of citizens
- Continue to work with Information Technology Department for an online property tax payment solution

EXPENDITURE SUMMARY

	Finance & Tax				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ 1,143,427
Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ 408,600
Capital Expense	\$ -	\$ -	\$ -	\$ -	\$ 8,875
Total General & Administrative	\$ -	\$ -	\$ -	\$ -	\$ 1,560,902



HUMAN RESOURCE SUMMARY

Finance and Tax Department				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
City Recorder	1	1	1	1
Assistant Finance Director	1	1	1	1
Administrative Assistant	1	1	1	1
Fixed Asset Manager	1	1	1	1
Accountant	4	4	4	4
Accounts Payable Specialist	0	0	0	1
Reporting & Compliance Manager	0	0	1	1
Administrative Support Specialist	3	4	4	4
Administrative Secretary	1	0	0	0
Secretary/Receptionist	1	1	1	1
Total Finance and Tax Department	13	13	14	15
<i>In FY16 the Mayor and Council, Administration Department, Finance and Tax Department, Purchasing Department, and General Government Buildings were divided out from Finance and Administration Department.</i>				

	2015-2016 BUDGET YEAR					
	FINANCE AND TAX DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
EXPENDITURES						
PERSONNEL COSTS**						
SALARIES & WAGES					811,663	
LONGEVITY					12,900	
OVERTIME WAGES						
SALARIES & WAGES					824,563	824,563
SOCIAL SECURITY					63,079	63,079
MEDICAL - DENTAL					161,303	161,303
PENSION PLAN					78,945	78,945
RETIREMENT (401A)					8,544	8,544
LIFE INSURANCE/LTD					5,088	5,088
WORKERS' COMPENSATION					1,905	1,905
TOTAL PERSONNEL COSTS					1,143,427	1,143,427
OPERATION AND MAINTENANCE						
OFFICE EQUIPMENT					11,900	11,900
BUILDINGS					1,000	1,000
SOFTWARE					126,600	126,600
					139,500	139,500
SUPPLIES						
POSTAGE					29,000	29,000
OFFICE					24,600	24,600
NEWSPAPER-MAGAZINES					250	250
ADVERTISING					3,500	3,500
EMPLOYEE					750	750
JANITORIAL					500	500
MISCELLANEOUS SUPPLIES					500	500
					59,100	59,100
INSURANCE						
BONDS					3,000	3,000
					3,000	3,000
UTILITY SERVICE						
TELEPHONE					2,000	2,000
					2,000	2,000
TRAVEL AND SUBSISTENCE						
USE OF EMPLOYEE'S AUTO					300	300
OUT OF TOWN TRAVEL					500	500
MEALS DURING MEETINGS					500	500
					1,300	1,300
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES					5,800	5,800
AUDIT SERVICE					173,400	173,400
TRAINING PERSONNEL					12,000	12,000
COMPUTER SOFTWARE					1,500	1,500
OTHER MISCELLANEOUS					11,000	11,000
					203,700	203,700
OPERATING BUDGET					1,552,027	1,552,027
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					5,500	
FAX MACHINE					500	
COMPUTER - NEW POSITION					1,000	
LAPTOP					1,200	
PRINTER					500	
CALCULATOR					175	
					8,875	8,875
TOTAL FINANCE AND TAX					1,560,902	1,560,902
NOTE: PRIOR TO FY 2016 THE FINANCE BUDGET WAS INCLUDED IN GENERAL AND ADMINISTRATIVE.						
THE HISTORY PRIOR TO FY 2016 CAN NOW BE FOUND IN THE ADMINISTRATION BUDGET.						



PURCHASING DEPARTMENT

DEPARTMENT SUMMARY

The Purchasing Department provides centralized direction and oversight of the purchasing function and performs as the city's purchasing agent and is the primary contact for all departments and those staff involved in the purchasing function.

Mission

The mission of Murfreesboro Purchasing Department is to provide procurement services using experience, integrity and courtesy with all City Departments and to provide quality products, goods, and services which meet or exceed expectations while complying with all applicable laws.

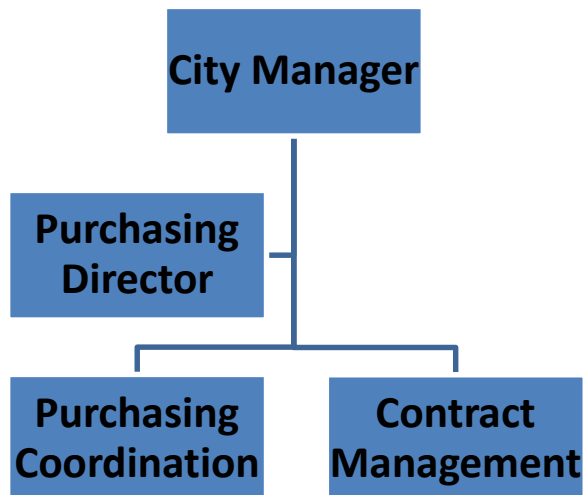
Mission Statement

"The Purchasing Department is dedicated to delivering innovative procurement processes through best practices, value added services, advanced technology, and a strong code of ethics."

Purpose

The Purchasing Department is responsible for establishing purchasing policies under a centralized purchasing system for the procurement of goods, services, and equipment and the provision of fair and equitable treatment of all persons. The department will always strive to be a good steward of public funds by using "best practices," market knowledge, innovation, and efficiency.

ORGANIZATION CHART



IMPLEMENTATION OF CITY MANAGER CENTRALIZATION PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Ensure that traffic maintenance services performed by contractors protect drivers and pedestrians
- Ensure the best materials are used by contractors who work on public use spaces
- Expansion of mass notification technologies to warn residents of weather or other emergencies

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Create contracts and alliances that are strategic to gain economies of scale
- Consolidate purchases and utilize a blanket ordering system
- Use a procurement software system that promotes competition
- Supplier performance initiatives to enhance “best value” purchasing

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Support City employees on a daily basis and in their procurements
- Provide internal and external training on the new purchasing systems
- Continue to support City departments in the strategic purchasing and project management for routine and capital improvement projects

ENGAGING OUR COMMUNITY

- Outreach to suppliers via training, trade shows, and appreciation events
- Institute a bidding notification system to encourage more participation
- Minimize and/or remove perceived obstacles for suppliers
- Participate in local, state, and other cooperative agreements

FY 2015 ACCOMPLISHMENTS

- Conducted one on one Department Head meetings to prepare for a centralized procurement software system and implementation
- Began a task force to help formulate and communicate a centralize purchasing infrastructure
- Instituting a website
- Write and implement a revised purchasing policy
- Launched a vendor portal to register and obtain bid notifications
- Reviewed departments capital improvement projects to prepare for upcoming projects
- Saved nearly a quarter of a million on potential purchases to date

FY 2016 DEPARTMENT GOALS

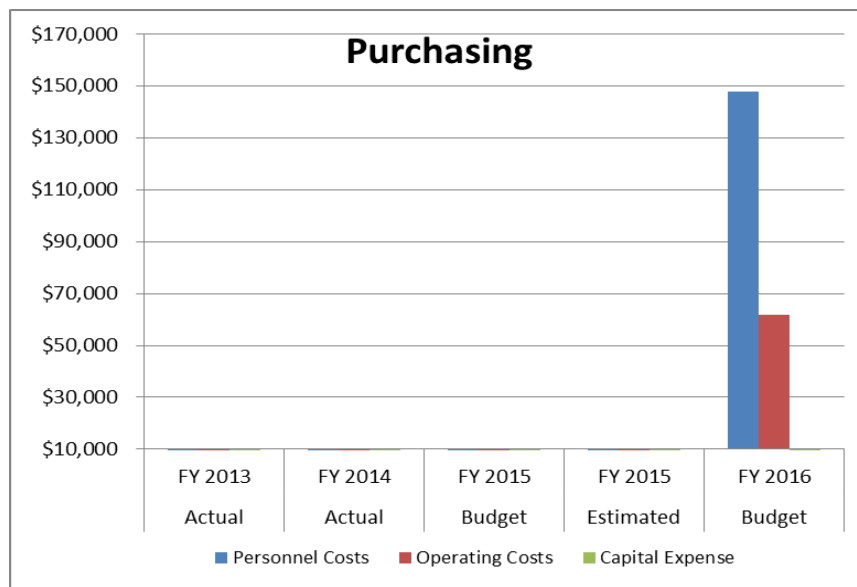
- Implement the requisition and purchase order Munis system
- Train all City departments who initiate requisitions and requests
- Utilizing the vendor portal to issue and accept straight forward quotes and bids
- Hire and train at least two employee for the purchasing department
- Create a supplier performance and improvement program
- Fully implement new purchasing policy

PERFORMANCE MEASUREMENTS

1. Performance metrics for purchase order processing
2. Apply for the Purchasing Award
3. Suppliers receive all notifications electronically
4. Control the expense of advertisements

EXPENDITURE SUMMARY

	Purchasing				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ 147,714
Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ 61,650
Capital Expense	\$ -	\$ -	\$ -	\$ -	\$ 4,500
Total General & Administrative	\$ -	\$ -	\$ -	\$ -	\$ 213,864



HUMAN RESOURCE SUMMARY

Purchasing Department				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
Purchasing Director	0	1	1	1
Contract Specialist	0	0	0	1
Total Purchasing Department	0	1	1	2

In FY16 the Mayor and Council, City Manager's Office, Finance and Tax Department, Purchasing Department, and General Government Buildings were divided out from Finance and Administration Department.

	2015-2016 BUDGET YEAR					
	PURCHASING DEPARTMENT					
DESCRIPTIONS	2012/2013 ACTUAL	2013/2014 ACTUAL	2014/2015 BUDGET	2014/2015 ESTIMATE	2015/2016 BUDGET	INCREASE (DECREASE)
PERSONNEL COSTS						
SALARIES - FULL-TIME - REGULAR					115,580	
TOTAL SALARIES & WAGES					115,580	115,580
OASI (EMPLOYER'S SHARE)					8,842	8,842
HOSPITAL AND HEALTH INSURANCE					16,875	16,875
RETIREMENT (401A)					5,779	5,779
LTD & LIFE INSURANCE					528	528
WORKERS' COMPENSATION					110	110
TOTAL PERSONNEL COSTS					147,714	147,714
OPERATION AND MAINTENANCE						
OFFICE EQUIPMENT					500	500
					500	500
SUPPLIES						
POSTAGE					100	100
ADVERTISING					100	100
NEWSPAPER-PUBLICATIONS					1,500	1,500
OFFICE					4,500	4,500
EMPLOYEE					250	250
MISCELLANEOUS SUPPLIES					250	250
					6,700	6,700
UTILITY SERVICE						
TELEPHONE					600	600
CELLULAR TELEPHONE					1,200	1,200
					1,800	1,800
TRAVEL AND SUBSISTENCE						
USE OF EMPLOYEE'S CAR					300	300
TRAINING PERSONNEL					20,000	20,000
MEALS DURING MEETINGS					750	750
					21,050	21,050
MISCELLANEOUS EXPENSE						
OUTSIDE SERVICES					7,500	7,500
CONSULTANT					18,300	18,300
PRINTING SERVICES						0
ASSOCIATION DUES					1,600	1,600
PUBLIC RELATIONS					1,700	1,700
OTHER MISCELLANEOUS					2,500	2,500
					31,600	31,600
OPERATING BUDGET					209,364	209,364
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					2,000	
COMPUTER - NEW EMPLOYEE					1,800	
OTHER OFFICE - NEW EMPLOYEE					700	
					4,500	4,500
TOTAL PURCHASING DEPARTMENT					213,864	213,864



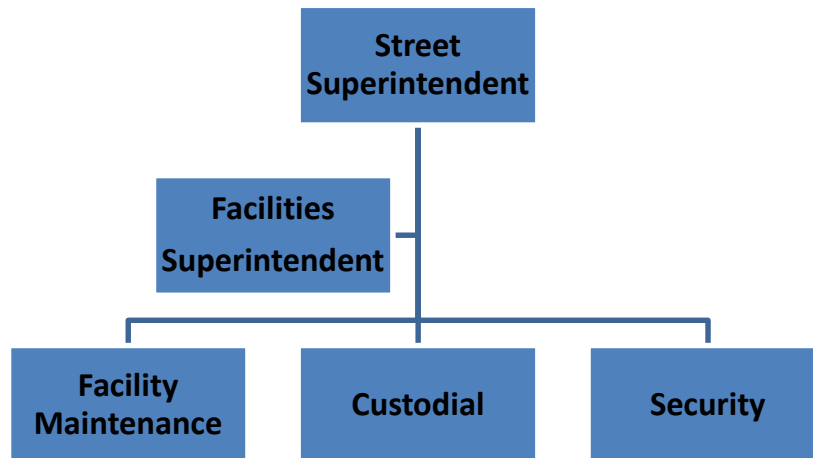
GENERAL GOVERNMENT BUILDINGS

DEPARTMENT SUMMARY

FY 2016 is the first year of operations for the General Government Buildings Department. This department will house the maintenance costs for all City buildings. The City is currently in the process of hiring a Maintenance Supervisor to head this department.

Like the newly formed Purchasing Department, the General Government Buildings Department is expected to create efficiencies in both cost and service to the other City departments by consolidating into one department.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Provide quality service to departmental facilities, maintaining safety for citizens and employees

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Increase efficiencies by consolidating services, time and materials

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Respond timely to requests for service

ENGAGING OUR COMMUNITY

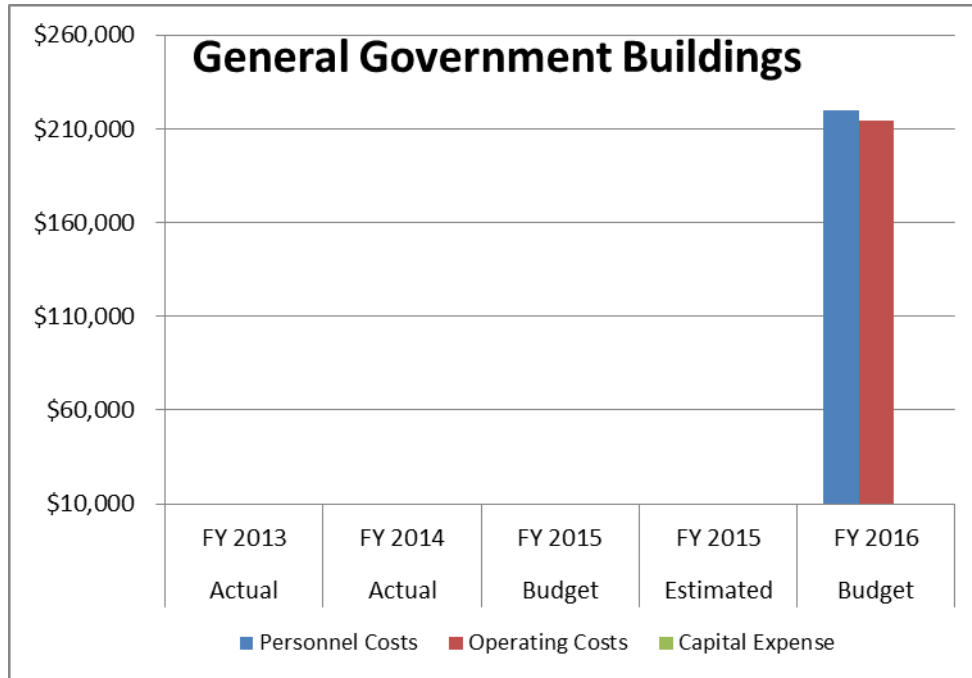
- Provide clean and inviting buildings in which to conduct community events

FY 2016 DEPARTMENT GOALS

- Identify inefficiencies
- Schedule routine maintenance for all City facilities

EXPENDITURE SUMMARY

	General Government Buildings				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ 219,592
Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ 214,040
Capital Expense	\$ -	\$ -	\$ -	\$ -	\$ 500
Total General & Administrative	\$ -	\$ -	\$ -	\$ -	\$ 434,132



HUMAN RESOURCE SUMMARY

General Government Buildings				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
Maintenance Foreman	1	1	1	1
Custodian	2	2	2	2
Subtotal Full-Time Positions	3	3	3	3
Security	1	1	1	1
Supervisor of Maintenance Workers	2	2	2	1
Subtotal Part-Time Positions	3	3	3	2
Total Facilities Maintenance Department	6	6	6	5

In FY16 the Mayor and Council, Administration Department, Finance and Tax Department, Purchasing Department, and General Government Buildings were divided out from Finance and Administration Department.

	2015-2016 BUDGET YEAR					
	GENERAL GOVERNMENT BUILDINGS DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
EXPENDITURES						
PERSONNEL COSTS**						
SALARIES & WAGES					131,800	
LONGEVITY					1,920	
OVERTIME WAGES					18,100	
SALARIES & WAGES					151,820	151,820
SOCIAL SECURITY					11,614	11,614
MEDICAL - DENTAL					25,361	25,361
PENSION PLAN					8,687	8,687
RETIREMENT (401A)					1,202	1,202
LIFE INSURANCE/LTD					677	677
WORKERS' COMPENSATION					20,231	20,231
TOTAL PERSONNEL COSTS					219,592	219,592
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET					992	992
VEHICLES & MACHINERY					100	100
OFFICE EQUIPMENT					500	500
BUILDINGS					44,000	44,000
SOFTWARE					500	500
					46,092	46,092
SUPPLIES						
POSTAGE					500	500
OFFICE					1,000	1,000
EMPLOYEE					250	250
JANITORIAL					9,250	9,250
FUEL					750	750
CLOTHING					1,000	1,000
MISCELLANEOUS SUPPLIES					250	250
					13,000	13,000
INSURANCE						
AUTOMOBILE					1,798	1,798
					1,798	1,798
UTILITY SERVICE						
ELECTRIC					140,000	140,000
WATER & SEWER					10,000	10,000
TELEPHONE					600	600
CELLULAR TELEPHONE					1,200	1,200
					151,800	151,800
TRAVEL AND SUBSISTENCE						
MEALS DURING MEETINGS					100	100
					100	100
MISCELLANEOUS EXPENSE						
COMPUTER SOFTWARE					250	250
OTHER MISCELLANEOUS					1,000	1,000
					1,250	1,250
OPERATING BUDGET					433,632	433,632
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					500	
					500	500
TOTAL GENERAL GOV'T BUILDINGS					434,132	434,132
NOTE: PRIOR TO FY 2016 THE MAINTENANCE BUDGET WAS INCLUDED IN GENERAL AND ADMINISTRATIVE.						
THE HISTORY PRIOR TO FY 2016 CAN NOW BE FOUND IN THE ADMINISTRATION BUDGET.						



INFORMATION TECHNOLOGY

DEPARTMENT SUMMARY

The Information Technology (IT) Department is responsible for acquisition, installation, maintenance, training and planning for the City's technology needs. This includes hardware, software, mobile technology, geographic information systems and other computers and devices.

The IT Department was formed 3 years ago to provide for a unified outlook, plan and allocation of technical resources. The first task of this department was to develop a Master Plan for Information Technology. The Master Plan for Information Technology was created and approved by City Council 2 years ago. This plan focuses on the development of a centralized IT support structure and IT governance best practice model to support new technical resources throughout the city departments. This Master Plan helps to guide the City in aligning its technology activities to support and enhance its business strategies. The ultimate goal of the IT Master Plan is to align priorities of the IT Department and business strategies throughout the City to achieve maximum efficiency within a diversified and complex organization. The IT department has begun implementation of the items identified as high priority as per the IT Master Plan.

Substantial dollars are being invested to upgrade software and implement the IT Master Plan. Westin Engineering has served the City as consultant in the development of the IT Master Plan. The budget contains \$195,000 where consulting will be needed for two major projects.

One project is the selection of a Land Development Management Software solution. This software will track and manage the entire land development process including applications, plan reviews, permits, inspections, fees management, and Certificates of Occupancy.

This covers consulting fees to help select the software.

The second project is a redesign of the City's internal SharePoint site. This site has the ability to serve as a full functioning Intranet Solution for every Department within the city. There is additional programming needed to take advantage of SharePoint's full potential. The IT department will be selecting and working with a SharePoint consultant that will program our SharePoint site to be a fully functioning Intranet site.

Computer Replacement

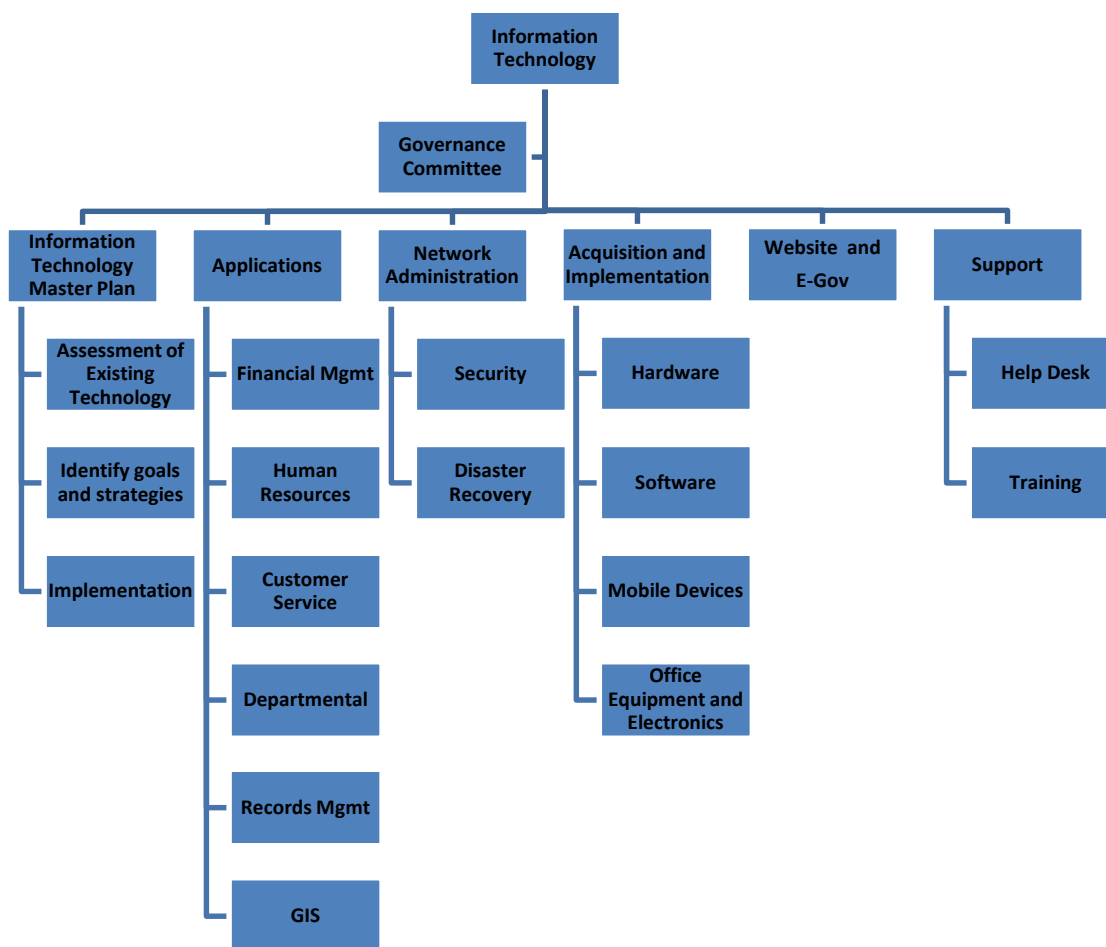
Last year, the IT Department replaced 125 PC's that contained Windows XP and did not have the processing power to support Windows 7. Replacing these PC's and laptops has helped position the City in initiating a defined PC replacement schedule. This schedule ensures that we provide all City employees with the technical resources needed to improve and enhance their PC experience. Last year's

budget anticipated the replacement of up to 20% of the City's PC's every year. The goal is to create a 5 year PC cycle for PC's and laptops. This will allow the City to stay up-to-date with current technologies in order to maximize efficiencies and resources. This year 65 PC's have been identified as exceeding the recommended life of 5 years. The capital budget reflects \$65,000 to replace these PC's over the course of the 2016 fiscal year.

Network Infrastructure Replacement

Several critical devices which make up our network infrastructure have reached end of life and will not be supported after this year. There 2 major core switches and 27 additional switches that will be replaced to maintain city-wide network reliability. There will also be 2 additional switches purchased to support the new training facility connectivity. The total cost of this replacement is \$180,000.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Use of mass notification technologies, which can be used to warn residents of severe weather or other emergencies
- Providing technology solutions to capture damage assessment information
- Assisting city departments in increasing effectiveness and efficiency in the delivery of services

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Implementation of Information Technology Strategic Plan
- Development of capital improvement plan for hardware, software, and other technology

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMERS SERVICE

- Implementation of financial software package to assist departments in monitoring expenditures in a real-time basis
- Developing tools to facilitate service delivery for city departments
- Utilization of mapping to analyze service delivery needs and requirements

ENGAGING OUR COMMUNITY

- Contributor to development and maintenance of City's social media presence
- Identifying methods to obtain citizen input on City issues and decisions

FY 2015 ACCOMPLISHMENTS

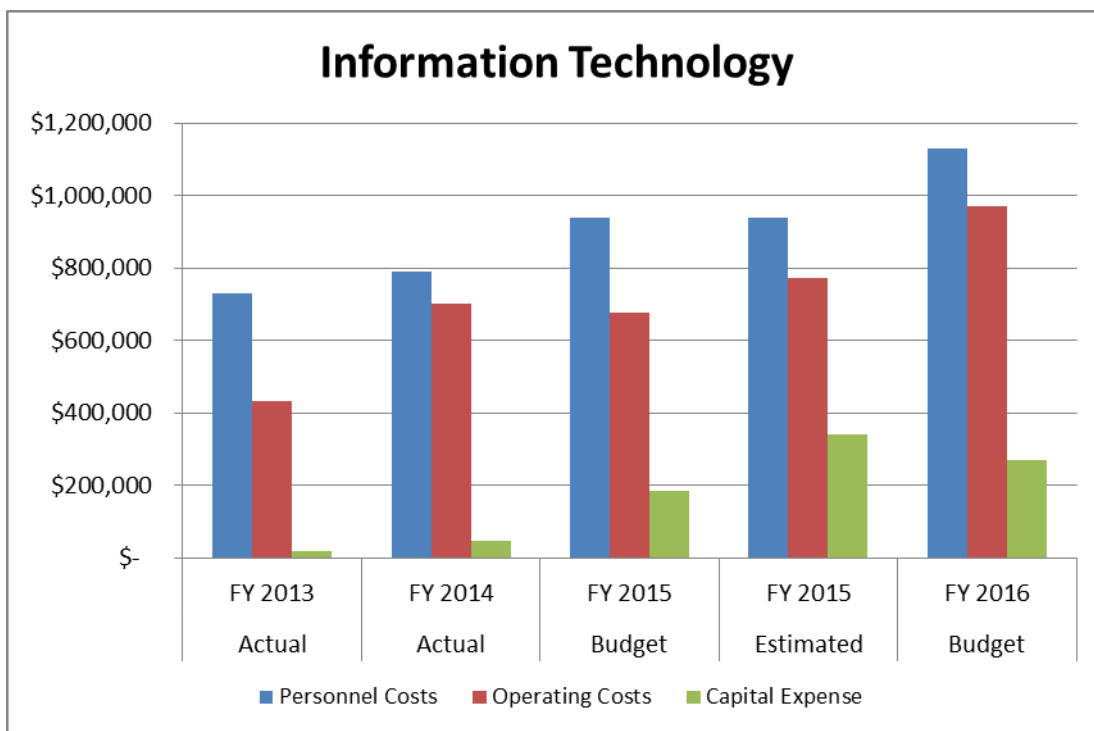
- Selected and Implementing a new Financial System, Human Resources System and Court Package to enhance City services and functionality.
- Upgraded all telephones within the City to take advantage of VOIP technology to enhance our telephone system
- Completed the implementation of the MWSD CIS Billing System.
- Upgraded all smartphones to Apple iPhones
- Created iPhone Mobile Applications for dynamic inspection and identification for Building and Codes, Streets, Engineering and the Fire Department.

FY 2016 DEPARTMENT GOALS

- Select and Implement Land Development Management Software
- Complete Primary Rate Interface (PRI) Telephony installation
- Develop the City's UAS program
- Increase network reliability by upgrading network infrastructure
- Create the City's first training facility

EXPENDITURE SUMMARY

	Information Technology				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 731,656	\$ 790,600	\$ 939,189	\$ 939,189	\$ 1,131,032
Operating Costs	\$ 431,680	\$ 700,423	\$ 678,300	\$ 770,881	\$ 972,266
Capital Expense	\$ 18,572	\$ 46,023	\$ 185,540	\$ 340,540	\$ 271,000
Total Information Technology	\$ 1,181,908	\$ 1,537,046	\$ 1,803,029	\$ 2,050,610	\$ 2,374,298



HUMAN RESOURCES SUMMARY

Information Technology				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
IT Director	1	1	1	1
GIS Coordinator	1	1	1	1
Systems Coordinator	0	0	0	1
GIS Application Specialist	2	2	2	2
MIS Coordinator	1	1	1	1
Public Safety MIS Coordinator	1	1	1	1
Information Systems Analyst	0	0	1	1
Technical Support Specialist	3	3	3	3
Help Desk Support Specialist	0	1	1	1
Software Specialist	1	1	1	1
	10	11	12	13
Geo-Coding Position	1	1	1	1
Part-Time Positions	1	1	1	1
Total Information Technology Allocation	11	12	13	14

2015-2016 BUDGET YEAR						
INFORMATION TECHNOLOGY DEPARTMENT						
DESCRIPTIONS	2012/2013 ACTUAL	2013/2014 ACTUAL	2014/2015 BUDGET	2014/2015 ESTIMATE	2015/2016 BUDGET	INCREASE (DECREASE)
EXPENDITURES						
PERSONNEL COSTS**						
SALARIES & WAGES					781,347	
LONGEVITY					8,220	
PART-TIME WAGES					8,975	
TOTAL SALARIES & WAGES	529,775	564,623	668,768	668,768	798,542	129,774
SOCIAL SECURITY	38,127	40,858	51,161	51,161	61,088	9,927
MEDICAL - DENTAL	99,389	115,958	145,603	145,603	187,533	41,930
PENSION PLAN	53,332	57,390	61,436	61,436	66,909	5,473
RETIREMENT (401A)	6,229	6,573	7,002	7,002	11,913	4,911
LIFE INSURANCE/LTD	3,699	4,067	4,086	4,086	4,086	0
WORKERS' COMPENSATION	1,105	1,131	1,133	1,133	961	(172)
TOTAL PERSONNEL COSTS	731,656	790,600	939,189	939,189	1,131,032	191,843
OPERATION AND MAINTENANCE						
NETWORK EQUIPMENT	20,542	73,416	50,000	50,000	180,000	130,000
OFFICE EQUIPMENT	714	1,417	5,000	5,000	5,000	0
OFFSITE DATA BACKUP	10,854	7,697	10,000	20,000	16,000	6,000
COMPUTER SOFTWARE MAINT. - G.I.S.	79,308	75,320	75,400	128,225	127,000	51,600
COMPUTER SOFTWARE MAINT.					69,366	69,366
ELECTRONIC STORAGE	27,791	3,076	16,000	18,600	0	(16,000)
	139,209	160,926	156,400	221,825	397,366	240,966
SUPPLIES						
OFFICE	397	3,068	5,000	5,000	5,000	0
G.I.S. SUPPLIES	10,037	2,781	10,500	10,500	10,500	0
MISCELLANEOUS SUPPLIES			500	500	5,000	4,500
	10,434	5,849	16,000	16,000	20,500	4,500
UTILITY SERVICE						
CELLULAR TELEPHONE	8,316	6,040	6,000	12,000	8,400	2,400
INTERNET SERVICE	23,713	8,282	24,000	24,000	24,000	0
	32,029	14,322	30,000	36,000	32,400	2,400
TRAVEL AND SUBSISTENCE						
USE OF EMPLOYEE'S AUTO	0	0	500	500	500	0
OUT OF TOWN TRAVEL	0	0	7,500	6,000	8,000	500
	0	0	8,000	6,500	8,500	500
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	0		500	500	500	0
TRAINING PERSONNEL	1,641	3,133	6,500	6,500	6,500	0
COMPUTER SOFTWARE	130,162	309,679	150,000	150,000	343,500	193,500
INTERLOCAL G.I.S. AGREEMENT	24,795	90,514	7,500	30,156	7,500	0
CONSULTANT (IT)	93,410		293,400	293,400	125,000	(168,400)
OUTSIDE SERVICES		116,000	10,000	10,000	30,500	20,500
	250,008	519,326	467,900	490,556	513,500	45,600
OPERATING BUDGET	1,163,336	1,491,023	1,617,489	1,710,070	2,103,298	485,809
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					1,000	
EQUALOGIC STORAGE SAN					50,000	
BLADE SERVERS					32,000	
ADDITIONAL VDI FOR TRAINING ROOM (25)					8,000	
CITY HALL CORE SWITCHES					65,000	
CISCO SWITCHES (22)					50,000	
PC REPLACEMENTS (65)					65,000	
	18,572	46,023	185,540	340,540	271,000	85,460
TOTAL INFORMATION TECHNOLOGY	1,181,908	1,537,046	1,803,029	2,050,610	2,374,298	571,269



COMMUNICATIONS DEPARTMENT

DEPARTMENT SUMMARY

The Communications Department is responsible for proactively providing accurate and timely city information to a wide array of city stakeholders to enhance public awareness of city programs, services, initiatives, and projects; increasing civic participation and engagement; communicating city policy; promoting transparency.

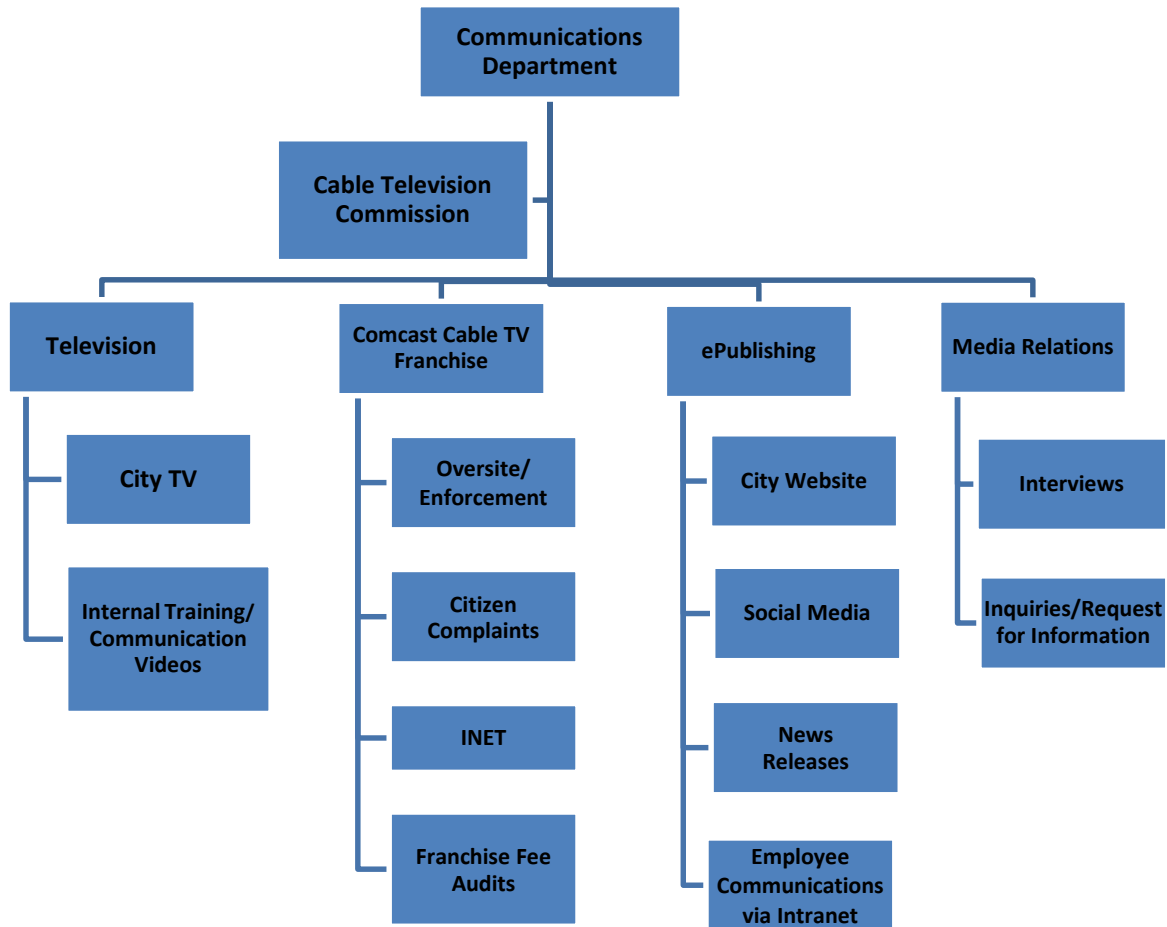
The department disseminates city information to city stakeholders through utilization of Murfreesboro CityTV, the city website, social media, news releases, and media relations (television, radio, print, and web organizations).

Additionally, the department is responsible for disseminating internal information to city employees through training and communication videos and the utilization of the intranet know as Murfree's Web; assisting citizens in resolving Comcast cable television issues; overseeing the city INET which connects over 30 municipal buildings by utilizing dedicated fiber from Comcast for internal city communications; serving as support staff for the Murfreesboro Cable Television Commission which oversees and enforces the local Comcast cable television franchise agreement, the policies regarding the operation of CityTV, and makes recommendations to the City Council regarding cable television issues.

The mission of Murfreesboro CityTV is to promote the education of City residents concerning local government by cablecasting and video web streaming meetings of the City Council, and their sub-committees, commissions, and boards; inform residents about programs and public services offered by the City; present educational and cultural programs; provide forums for discussion on Murfreesboro issues; explain the opportunities for citizen participation and engagement in programs and services; provide information on public health, safety and welfare issues.

The main initiative in the Communications budget is to transition to high definition technology for CityTV and remodel the departments work area as well as renovate the Council Chambers.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Utilize CityTV, the city website, and social media to notify residences of severe weather and other emergencies along with school closings
- Present educational information on fire and police safety, city emergency preparedness plan, stormwater initiatives, etc.
- Provide information on public safety, health, and welfare issues
- Provide traffic camera views on CityTV during peak drive times and during inclement weather
- Present educational information on various city departments such Building and Codes, Water and Sewer, Community Development, Planning, Parks and Recreation, etc.

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Present economic development programming and other similar types of information

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Present current information on activities of the City government and its commissions and boards
- Inform City residents about programs and services provided by City Departments and City-sponsored agencies
- Explain opportunities for citizen participation in City programs and services
- Assist Murfreesboro Comcast cable television subscribers with resolving complaints when they are unable to do so on their own
- Produce internal training videos to assist employees on improving effective customer service

ENGAGING OUR COMMUNITY

- Increase the City presence through CityTV, social media, the city website, and media relations
- Provide a means of immediate input from the community through social media
- Provide meeting notices, public events notices, and city contact information, through CityTV's video bulletin board messages, promotional productions, the city website, and social media
- Direct contact with citizens groups through presentations about the City and tours of the CityTV facility
- Enlighten citizens with thought provoking programming featuring various perspectives including historical, social, and economic
- Provide hands on demonstrations of the CityTV facility and equipment and explaining the functions of Communications Department for Citizens Academy classes

FY 2015 ACCOMPLISHMENTS

- Designed an all HD facility upgrade for CityTV to bid out and implement for the next fiscal budget
- Upgraded video web streaming servers to allow for CityTV live viewing from smartphones and tablets.
- Implemented new real time internal employee communications via the City intranet known as Murfree's Web
- Covered the Murfreesboro/Rutherford County League of Women Voters Forum for the City Council race and produced candidate feature videos as well as posted election returns
- Produced new We're Here promo videos focusing on individual employees and their dedication to the city goals and service excellence
- Created informative video promos called "Did You Know" highlighting various facts about city government
- Produced short and timely standalone video news segments called CityTV Newsbreak
- Worked with Urban Environmental Department to create and produce a quarterly horticultural television program

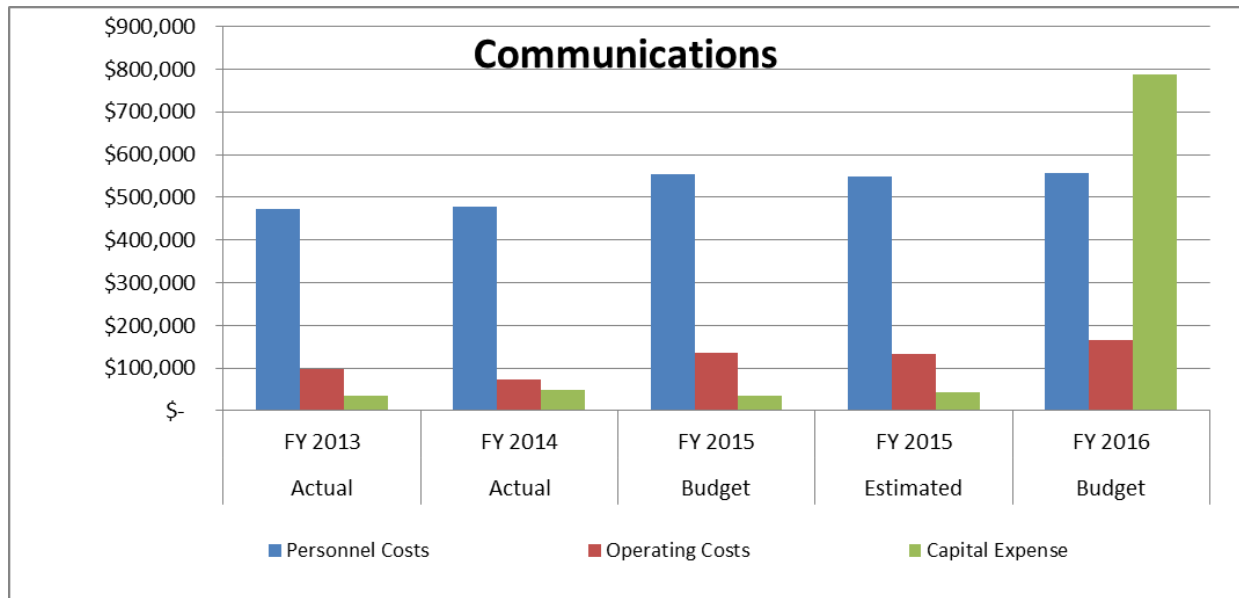
- Covered and published videos on the Murfreesboro 2035 Community Chapter Presentations as well as promoting the campaign
- Promoted economic development by covering press conferences on new corporate headquarters
- Produced and published over a dozen history news break videos in partnership with Stones River Battlefield
- Produced a quarterly Murfreesboro Police Department video feature called The Beat. Also produced Community Policing video featuring MPD Police Chief
- Worked with the Rutherford County Chamber of Commerce to produce informational videos for the Tennessee Promise Campaign
- Worked with Middle Tennessee State University to publish videos on stormwater issues
- Worked with Human Resources to produced internal promotional videos regarding employee payroll changes
- Continued to provide immediate response to time sensitive information through the utilization of CityTV, social media, the city website, and news releases
- Utilized Comcast Spotlight Advertising to promote the City and CityTV programming
- Assist over 50 Murfreesboro Comcast cable television subscribers with resolving issues when they are unable to do so on their own
- Achieved over 44,000 view/hits from the publication of archived video web streaming content and Live video web streaming
- Over 2,800 likes/followers on City Facebook page
- Over 1,500 followers on the City twitter feed
- Over 1.8 million page views on the city website
- Received national awards from the National Association of Telecommunications Officers and Advisors for the Discovery Center promotional video, Stones River Battlefield documentary, and Adventures in Murphry's Burrow children's program; Telly Award for Stones River Battlefield documentary; and City-County Communications and Marketing Association Savvy Award for the Discovery Center promotional video

FY 2016 DEPARTMENT GOALS

- Upgrade CityTV facility to high definition with funds to come from a \$750,000 Comcast equipment grant
- Remodel the Communications Department work area for better work flow, efficiency, and to isolate the noise and cooling of the equipment racks by constructing a separate enclosed server room and a new control room. Construct an office for the Public Information Officer and several edit suites/rooms for staff
- Renovate the Council Chambers by replacing the wood panel wall, carpet, and audience chairs as well as painting
- Conduct a Comcast cable television franchise fee audit
- Work with MWSD regarding promoting water conservation and safety with videos and news releases
- Work with St. Clair Street Senior Center on developing quarterly video features promoting the Center and senior topics

EXPENDITURE SUMMARY

	Communications				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 472,217	\$ 479,252	\$ 555,468	\$ 548,849	\$ 558,195
Operating Costs	\$ 97,754	\$ 72,193	\$ 136,633	\$ 132,853	\$ 164,733
Capital Expense	\$ 33,912	\$ 48,949	\$ 35,200	\$ 43,000	\$ 788,000
Total Communications Departm	\$ 603,883	\$ 600,394	\$ 727,301	\$ 724,702	\$ 1,510,928



HUMAN RESOURCE SUMMARY

Communications Department				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
Communications Director	1	1	1	1
Public Information Officer (from General & Admin. Dept)	1	1	1	1
Communications Specialist	4	4	4	4
Full-Time Positions	6	6	6	6
Part-Time Video Journalist	2	2	2	2
Part-Time Positions	2	2	2	2
Total Communications Allocation	8	8	8	8

	2015-2016 BUDGET YEAR					
	COMMUNICATIONS DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
EXPENDITURES						
PERSONNEL COSTS						
SALARIES & WAGES					390,808	
LONGEVITY					3,720	
OVERTIME PAY					7,000	
TOTAL SALARIES & WAGES	348,059	341,992	389,053	382,905	401,528	12,475
SOCIAL SECURITY	25,714	25,030	29,763	29,292	30,717	954
MEDICAL - DENTAL	58,610	73,082	99,451	99,451	87,517	(11,934)
PENSION PLAN	35,500	33,861	28,673	28,673	29,895	1,222
EMPLOYEE RETIREMENT (401A MATCH)	738	1,309	4,583	4,583	4,766	183
LIFE INSURANCE/LTD	2,230	2,351	2,441	2,441	2,441	0
WORKERS' COMPENSATION	1,366	1,627	1,504	1,504	1,331	(173)
TOTAL PERSONNEL COSTS	472,217	479,252	555,468	548,849	558,195	2,727
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	58	278	1,176	411	1,166	(10)
VEHICLES & MACHINERY	0		400	0	400	0
OFFICE EQUIPMENT	1,546	908	2,200	975	1,200	(1,000)
TELEVISION EQUIPMENT	30,557	24,013	32,000	28,000	30,000	(2,000)
	32,161	25,199	35,776	29,386	32,766	(3,010)
SUPPLIES						
POSTAGE	46	45	400	200	200	(200)
OFFICE	2,367	1,741	2,500	2,200	2,500	0
ADVERTISING	90	184	750	400	750	0
AUDIO/VIDEO	15,270	8,672	24,000	21,000	24,000	0
FUEL	293	379	700	450	500	(200)
	18,066	11,021	28,350	24,250	27,950	(400)
INSURANCE						
FIELD VIDEO EQUIPMENT	905	905	1,000	905	2,000	1,000
AUTOMOBILE	607	607	607	607	607	0
	1,512	1,512	1,607	1,512	2,607	1,000
UTILITY SERVICE						
TELEPHONE	576	579	600	600	600	0
CELLULAR TELEPHONE	1,788	1,692	3,000	2,500	3,000	0
	2,364	2,271	3,600	3,100	3,600	0
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	163	120	500	300	400	(100)
MEALS DURING MEETINGS	891	749	1,200	955	1,100	(100)
	1,054	869	1,700	1,255	1,500	(200)
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	2,288	2,925	2,900	2,950	3,110	210
TRAINING PERSONNEL	9,635	4,846	10,000	7,500	10,000	0
OUTSIDE LEGAL SERVICES			1,000	0	10,000	9,000
COMPUTER SOFTWARE	7,391	1,064	7,000	7,500	8,200	1,200
CONTRACT SERVICES (A/V ENGINEER)			15,000	16,500	6,000	(9,000)
VIDEO WEBSTREAMING/ARCHIVING	18,440	18,440	19,000	20,000	21,000	2,000
COMCAST CABLE FRANCHISE FEE AUDIT					24,000	24,000
MUSIC LICENSES			3,700	3,900	4,000	300
OTHER MISCELLANEOUS	4,843	4,046	7,000	15,000	10,000	3,000
	42,597	31,321	65,600	73,350	96,310	30,710
OPERATING BUDGET	569,971	551,445	692,101	681,702	722,928	30,827
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT - FURN & EQUIP					20,000	
EDIT WORKSTATIONS/OFFICE FURNITURE					18,000	
HD EQUIPMENT UPGRADE					750,000	
	33,912	48,949	35,200	43,000	788,000	752,800
TOTAL COMMUNICATIONS DEPARTMENT	603,883	600,394	727,301	724,702	1,510,928	783,627



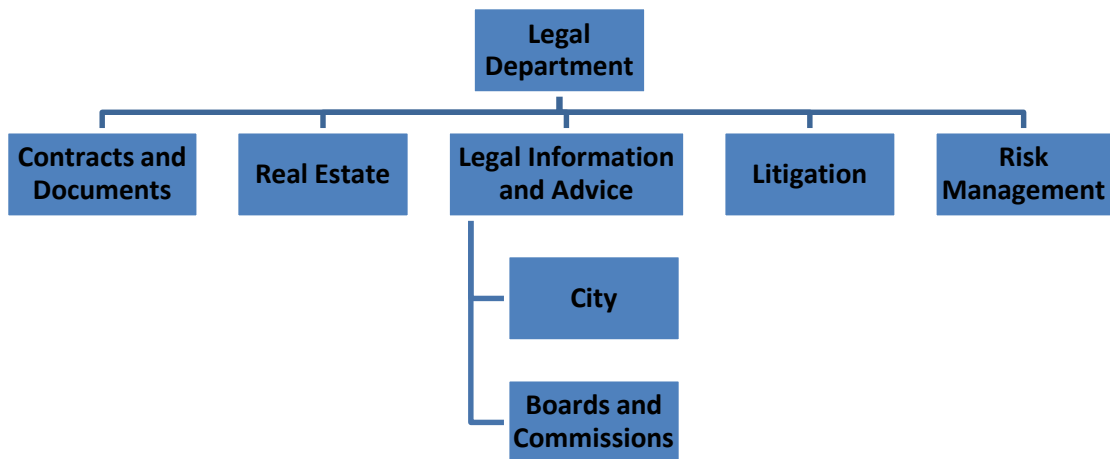
LEGAL

DEPARTMENT SUMMARY

The Legal Department serves as the primary source of legal advice to the City Council, City Manager, the City's various boards and commissions and City employees. It provides research and information on a wide variety of legal issues and prepares documents needed for municipal operations including: contracts for sale or purchase of land, goods and services; lease agreements; use agreements; easements; forms; policies; ordinances; resolutions; letters; and litigation. Outside counsel may be retained for specialized areas. The Legal Department does not provide legal advice or representation to individual citizens on any matter.

The Legal Department provides legal services required by the City as an employer, landowner, builder, regulator, educator, utility provider, public communicator, taxing authority, and emergency service provider. It manages the City's self-insurance fund and its operations. It also generates revenues for the City by serving as the general counsel of the Murfreesboro City School System, the Murfreesboro Electric Department and the Murfreesboro Water and Sewer Department, collecting back taxes and recovering funds from performance bonds and letters of credit.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Research and draft ordinances that maintain and improve the quality of life and neighborhood livability and public safety
- Assist Building and Codes, Planning and Police departments in enforcing applicable laws affecting neighborhoods
- Assist City Engineer, Water & Sewer Department and Murfreesboro Electric Department with construction and improvement of infrastructure
- Assist Parks and Recreation Department with community facilities and programs

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Acquire interests in real estate required for City projects at the lowest fair and reasonable price
- Prevent or minimize financial losses caused by claims against the City through advice and document preparation
- Enforce performance and assist in collecting funds owed to the City under contracts, forms of security and taxes
- Assist departments receiving federal and state grants with contract compliance
- Ensure new purchasing procedures comply with applicable laws

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMERS SERVICE

- Assist employees in complying with public record requests

ENGAGING OUR COMMUNITY

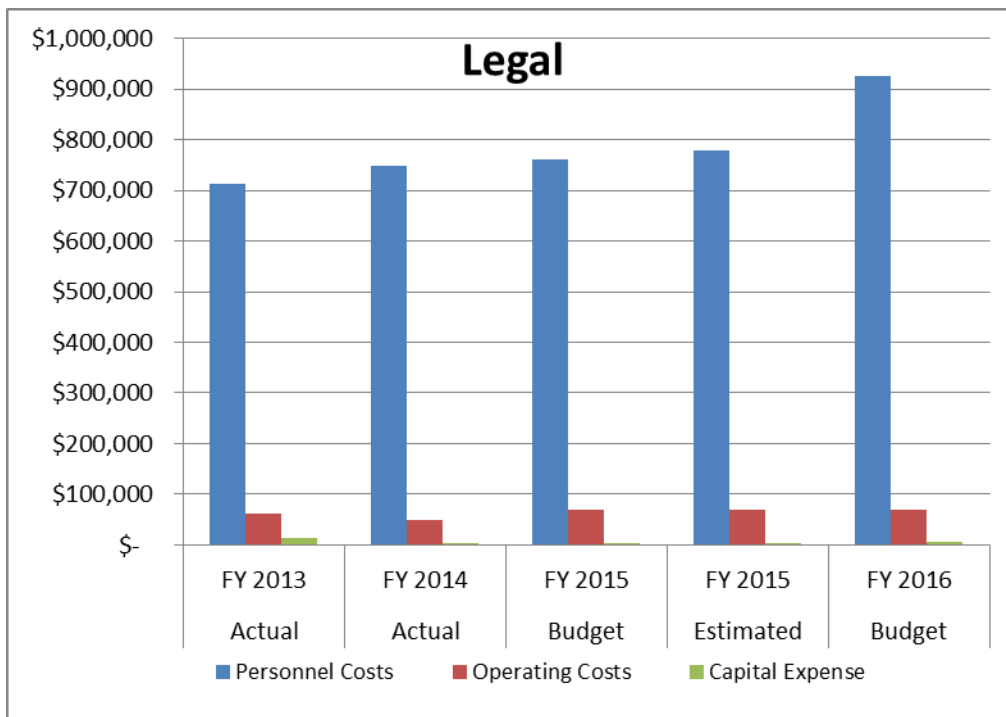
- Provide ordinances and resolutions for posting to City website
- Participate in Career Days

FY 2016 DEPARTMENT GOALS

- Complete Employee Handbook revisions to complement new HRIS
- Make Employee Handbook more accessible to employees
- Complete recodification of City Code and make it accessible to the public

EXPENDITURE SUMMARY

	Legal				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 712,164	\$ 748,341	\$ 759,944	\$ 778,328	\$ 926,319
Operating Costs	\$ 62,651	\$ 48,565	\$ 69,550	\$ 68,850	\$ 69,450
Capital Expense	\$ 13,762	\$ 2,612	\$ 1,000	\$ 1,000	\$ 7,200
Total Legal	\$ 788,577	\$ 799,518	\$ 830,494	\$ 848,178	\$ 1,002,969



HUMAN RESOURCES SUMMARY

Legal Department				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
City Attorney	1	1	1	1
Assistant City Attorney	1	1	1	1
Staff Attorney	2	2	2	2
Legal Assistant	3	3	3	3
Administrative Assistant	0	0	0	0
Total Legal Department Human Resource Allocation	7	7	7	7

	2015-2016 BUDGET YEAR					
	LEGAL DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
PERSONNEL COSTS						
SALARIES & WAGES					681,515	
LONGEVITY					4,800	
TOTAL SALARIES & WAGES	531,928	548,299	565,400	565,400	686,315	120,915
SOCIAL SECURITY	37,146	38,059	43,253	43,253	52,503	9,250
MEDICAL - DENTAL	70,577	72,159	80,462	80,462	106,761	26,299
PENSION PLAN	55,172	57,145	58,739	58,739	62,058	3,319
RETIREMENT (401A)	5,570	5,765	3,729	3,729	11,519	7,790
LIFE INSURANCE/LTD	3,735	3,876	3,876	3,876	3,876	0
WORKERS' COMPENSATION	8,036	23,038	4,485	22,869	3,287	(1,198)
TOTAL PERSONNEL COSTS	712,164	748,341	759,944	778,328	926,319	166,375
OPERATION AND MAINTENANCE						
OFFICE EQUIPMENT	1,725	1,361	3,200	3,000	3,000	(200)
	1,725	1,361	3,200	3,000	3,000	(200)
SUPPLIES						
POSTAGE	1,767	1,207	1,400	1,200	1,400	0
OFFICE	4,579	3,599	4,600	4,000	4,600	0
LIBRARY	23,506	23,003	20,000	20,000	20,000	0
	29,852	27,809	26,000	25,200	26,000	0
UTILITY SERVICE						
TELEPHONE	896	929	1,000	900	1,000	0
	896	929	1,000	900	1,000	0
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	93	0	200	50	200	0
	93	0	200	50	200	0
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	5,625	5,754	5,900	5,900	6,000	100
TRAINING PERSONNEL	7,444	6,966	9,250	8,900	9,250	0
LEGAL / PROFESSIONAL EXPENSES	1,486	2,539	5,000	4,000	5,000	0
LEGAL / PROFESSIONAL SERVICES	14,259	2,610	15,000	18,000	15,000	0
REAL ESTATE SERVICES	954	490	2,500	2,000	2,500	0
COMPUTER SOFTWARE	0		1,000	800	1,000	0
OTHER MISCELLANEOUS	317	107	500	100	500	0
	30,085	18,466	39,150	39,700	39,250	100
OPERATING BUDGET	774,815	796,906	829,494	847,178	995,769	166,275
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					4,700	
LAPTOP					2,500	
	13,762	2,612	1,000	1,000	7,200	6,200
TOTAL LEGAL DEPARTMENT	788,577	799,518	830,494	848,178	1,002,969	172,475



HUMAN RESOURCES

DEPARTMENT SUMMARY

The Human Resources Department (HR) is charged with recruiting, benefits administration, employee relations, training, and retaining a diverse and effective work force. To accomplish this, HR partners with departments and employees in identifying talent throughout the organization, and in conducting professional HR, Benefits, and Payroll administration related services for our internal customers, City employees.

In FY 2015 Human Resources launched major, culture changing initiatives including electronic time and attendance (Kronos), and a City-wide classification study. The Classification and compensation study was the first major compensation project since 2004 and included approximately 1200 City employees. Human Resources also began the project work of the Enterprise Resources Platform with a coordinated project launch of Tyler Munis with the Tax and Finance department. Perhaps the largest coordinated effort in FY 2015 is the successful consolidation of the semi-monthly Payroll cycle and introduction of Pay-cards. This project touched approximately 800 City employees and was seamlessly executed.

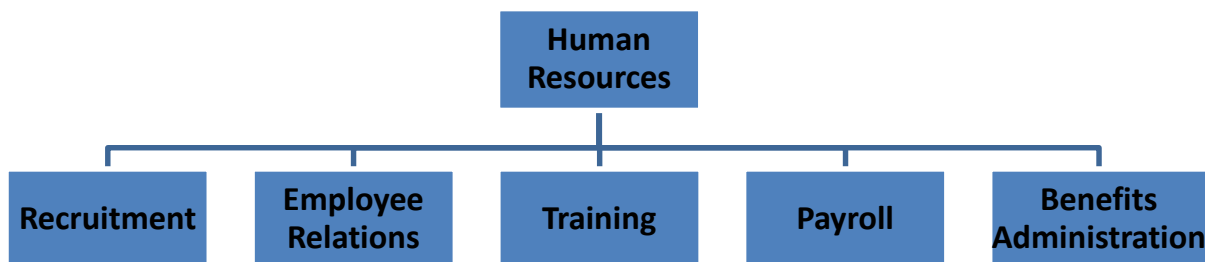
Human Resources introduced health insurance plan changes in January of 2015 including Blue Cross Blue Shield of Tennessee for health insurance, Wage Works for flexible spending, and a new Long Term Disability and Stop Loss provider. Boro-Fit continued in its third year and is the HR Department's employee wellness initiative. Approximately 400 City employees participated in a biometric screen and health risk assessment; thus engaging City employees in consumerism and continuing the focus on health and wellness activities that relate directly to controllable health care costs. A majority of employees who participate in Boro-fit are receiving a lower health insurance premium than employees who have chosen not to participate. Boro-Fit is also compliant with the Patient Protection and Affordable Care Act.

The Classification and Compensation study report was delivered to City council for adoption in the spring of 2015; approximately 1200 employees were included with major portions of the study including both an outside market review and an internal equity review by approximately 900 employees. Management Advisory Group (MAG) and Human Resources will continue to administer the proposed plan with a focus on delivering an objective, comprehensive, and equitable compensation structure for future years.

Human Resources reviewed approximately 65 City handbook policies with change management consultant Vantage Solutions in order to prepare for time and attendance implementation, review best practices and provide a more efficient department work flow. Human Resources introduced the concept

of Cascading communication with all City employees by holding Leadership team and department meetings, capturing FAQ's, and administered department training. Such communication efforts were conducted to explain key handbook policy changes as well as Compensation and Classification study progress and results.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Assist departments in recruiting and orientation of all new employees.
- Assist Police and Fire Departments in administration of Equal Employment Opportunity Programs (EEO).
- Conduct project work with Police and Fire & Rescue departments on Physical Abilities Testing and related studies.

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Compliance with all relevant aspects of health care reform as required by the Patient Protection and Affordable Care Act (PPACA). Maintain appropriate affordability and Pay or play plan status with non-benefit eligible employees.
- Focus on per employee per month (PEPM) costs associated with Health insurance, Stop Loss coverage, ancillary coverage, and the three priorities of Consumerism, Wellness, and cost control. Introduce wellness coaching incentive for participating employees.

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Delivery and facilitation of internal customer service training program in partnership with City Administration.
- STARS program administration and strategy review.

ENGAGING OUR COMMUNITY

- Conduct biometric screening, health risk assessment at annual Wellness event (Boro-Fit) for City employees and eligible dependents, focusing on health coaching and incentives to reduce controllable and chronic long term health care costs.

FY 2015 ACCOMPLISHMENTS

- Conducted RFCSP, selection, and implementation of all major benefits providers, including health insurance, long term disability, stop loss, and flexible spending accounts. Successful implementation of all ancillary insurance products and reduction of life insurance premiums associated with group plan.
- Implementation of Classification and Compensation Study with Management Advisory Group (MAG), to include \$2.4MUSD in employee adjustments and related compensation policies.
- Successfully transitioned semi-monthly payroll cycle to bi-weekly cycle.
- Launched Bank of America Pay-card (Cash-pay) and began mitigation of live, paper payroll checks while increasing direct deposit participation.
- Increased consumerism in health insurance plan by increasing HRA enrollments from 12.5% to 21% of eligible employee contracts.
- Increased consumerism in flexible spending by increasing FSA enrollments from 18% to 20% of eligible employee contracts.
- Improved overall wellness results of cohort employee participants by an average of 50%.
- Implementation of new Family Medical Leave Act (FMLA) Policy, including benchmarking, policy change with Legal Department, Distribution of Frequently Asked Questions and centralization and revision of form processing within Departments. Facilitated and conducted approximately 250 FMLA and 74 intermittent and sporadic FMLA requests. Updated FMLA request forms and launched email communication option for employees.
- Completion of Business Practice review for conversion to new Kronos timekeeping software.
- Revision and communication of key employee handbook policies including vacation, sick leave, compensatory time, and holiday pay with Legal Department.
- Recruitment, training, and orientation of two new HR department employees; Payroll specialist, HR Analyst to include assimilation of Drug & Alcohol program administration, random drug testing, Neogov administration, and 52, weekly payroll cycle administration.
- MF&R EEO and AAP program implementation with Legal and MF&R Administration departments.
- Successful transition of responsibility and administration of all disciplinary review board proceedings, hearings, and board meetings.
- Successful Federal Transit Authority (FTA) audit results with Transportation/Legal Departments for Drug and Alcohol misuse and testing program.
- Approval and successful implementation of Veterans OJT Training Program for police officers.

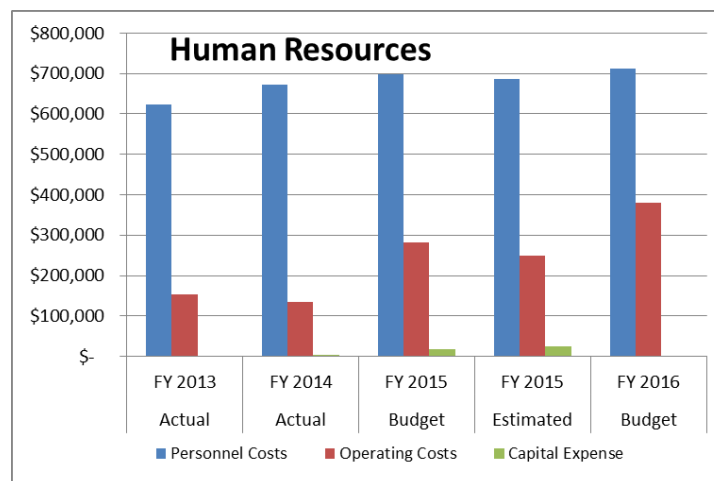
- Implemented various Human Resources best practices including I-9 self-audit tracking process, HIPAA resolution and security compliance, enhanced/streamlined workers' compensation/TTD reporting and department facsimile encryption.

FY 2016 GOALS

- Successful launch and implementation of new time and attendance and payroll system, Kronos, Tyler/Munis ERP via Go-Live project date.
- Ongoing ERP training on internal processes, forms, and change management.
- Continuation of Classification/Compensation Study implementation including completion of Training with Classification Manager soft-ware and maintenance of market studies.
- Review of performance management component in compensation planning and structure with City Administration.
- City Manager Performance evaluation process change to Performance Manager soft-ware via Management Advisory Group (MAG).
- Launch City-wide compliance training initiative, with RFCSP and congruent implementation calendar with Tyler/Munis and coordination with Legal Department and City Administration.
- Deliver third edition of "Hidden Paycheck" for benefit eligible City employees.
- Employee handbook project with City administration/Legal Department.
- Administration of the STARS program.
- Review feasibility of consolidation of all payroll cycles to one cycle, paid in arrears.

EXPENDITURE SUMMARY

	Human Resources				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 623,679	\$ 671,763	\$ 697,442	\$ 686,047	\$ 711,228
Operating Costs	\$ 153,638	\$ 134,015	\$ 282,300	\$ 248,500	\$ 381,017
Capital Expense	\$ 2,407	\$ 2,888	\$ 17,326	\$ 25,900	\$ 300
Total Human Resources	\$ 779,724	\$ 808,666	\$ 997,068	\$ 960,447	\$ 1,092,545



HUMAN RESOURCES SUMMARY

	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
Human Resources Director	1	1	1	1
Assistant Human Resources Director	1	1	1	1
Payroll Supervisor/Human Resource Specialist	1	1	1	1
Human Resource Analyst			1	1
Benefits Administrator	0	2	2	2
Payroll Assistant	0	1	1	1
Administrative Assistant	1	0	0	0
Human Resources Assistants	5	3	2	2
Total Human Resources Department Allocation	9	9	9	9

	2015-2016 BUDGET YEAR					
	HUMAN RESOURCES DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
PERSONNEL COSTS						
SALARIES & WAGES					514,938	
LONGEVITY					4,140	
SICK LEAVE BUY BACK						
OVERTIME						
TOTAL SALARIES & WAGES	431,337	469,442	496,369	496,369	519,078	22,709
SOCIAL SECURITY	30,839	33,634	37,220	37,972	39,709	2,489
MEDICAL - DENTAL	86,532	90,958	100,529	88,835	90,369	(10,160)
PENSION PLAN	51,436	55,956	58,152	58,152	52,137	(6,015)
EMPLOYEE RETIREMENT (401A MATCH)					4,587	4,587
LIFE INSURANCE/LTD	3,027	3,314	3,325	3,325	3,325	0
WORKERS' COMPENSATION	20,508	18,459	1,847	1,394	2,023	176
TOTAL PERSONNEL COSTS	623,679	671,763	697,442	686,047	711,228	13,786
OPERATION AND MAINTENANCE						
OFFICE EQUIPMENT	23,516	21,975	25,000	22,000	22,000	(3,000)
COMPUTER SOFTWARE			23,250	23,250	78,567	55,317
	23,516	21,975	48,250	45,250	100,567	52,317
SUPPLIES						
POSTAGE	1,292	1,767	2,500	1,000	2,500	0
OFFICE	13,278	9,695	15,000	13,000	15,000	0
NEWSPAPERS-MAGAZINES	429	2,817	1,250	1,000	1,250	0
ADVERTISING	3,131	3,021	5,000	3,000	12,500	7,500
	18,130	17,300	23,750	18,000	31,250	7,500
UTILITY SERVICE						
TELEPHONE	1,580	1,648	1,700	1,700	1,700	0
CELLULAR TELEPHONE	842	932	850	850	850	0
	2,422	2,580	2,550	2,550	2,550	0
CONTRACTUAL SERVICES						
BACKGROUND CHECKS			7,500	100	7,500	0
	0	0	7,500	100	7,500	0
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	44	32	250	100	250	0
	44	32	250	100	250	0
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	877	883	1,500	1,500	1,500	0
TRAINING PERSONNEL	7,102	8,487	22,500	5,000	20,000	(2,500)
DRUG SCREENING	44,716	44,584	50,000	50,000	55,000	5,000
PHYSICAL AGILITY TESTING	4,581	9,974	8,500	10,500	8,500	0
SURVEYS AND STUDIES	4,933	24,425	80,000	80,000	95,000	15,000
EMPLOYEE TESTING	6,750	2,657	7,500	7,500	15,000	7,500
EMPLOYEE ENGAGEMENT	39,713	392	15,000	0	15,000	0
CONSULTING SERVICES					6,000	6,000
DISCIPLINARY REVIEW BOARD					2,500	2,500
SOFTWARE					400	400
OTHER MISCELLANEOUS	854	726	15,000	28,000	20,000	5,000
	109,526	92,128	200,000	182,500	238,900	38,900
OPERATING BUDGET	777,317	805,778	979,742	934,547	1,092,245	112,503
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					300	
	2,407	2,888	17,326	25,900	300	(17,026)
TOTAL HUMAN RESOURCES DEPT	779,724	808,666	997,068	960,447	1,092,545	95,477

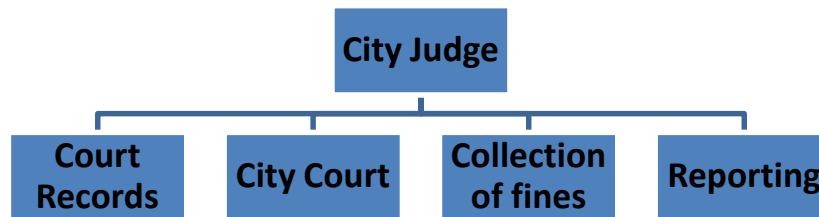


JUDICIAL

DEPARTMENT SUMMARY

The City Judge is the head of the Judicial Department and determines whether City Ordinances have been violated through a hearing and testimony from all necessary parties. The Judge also determines the fine to be imposed if he determines an ordinance has been violated. The City Judge oversees a staff of administrators who are responsible for maintaining the records of the Court, collection of fines and submitting all required reports to the State of Tennessee and other agencies.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Enforces codes that keep neighborhoods clean and well maintained
- Enforces traffic laws that keep citizens safer when traveling City streets
- Provide educational information to teen drivers on how to be safer drivers

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Continue employment of collection agency for the collection of delinquent fines, costs and interest related to City ordinance violations

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Continue participating in customer service training for City personnel
- Continue to provide expanded court hours (night court) and monitor for effectiveness
- Develop new City Court related topics monthly for the City's website to inform citizens of new laws, court procedures, etc.
- Implemented payment of citations online and by credit card

FY 2015 ACCOMPLISHMENTS

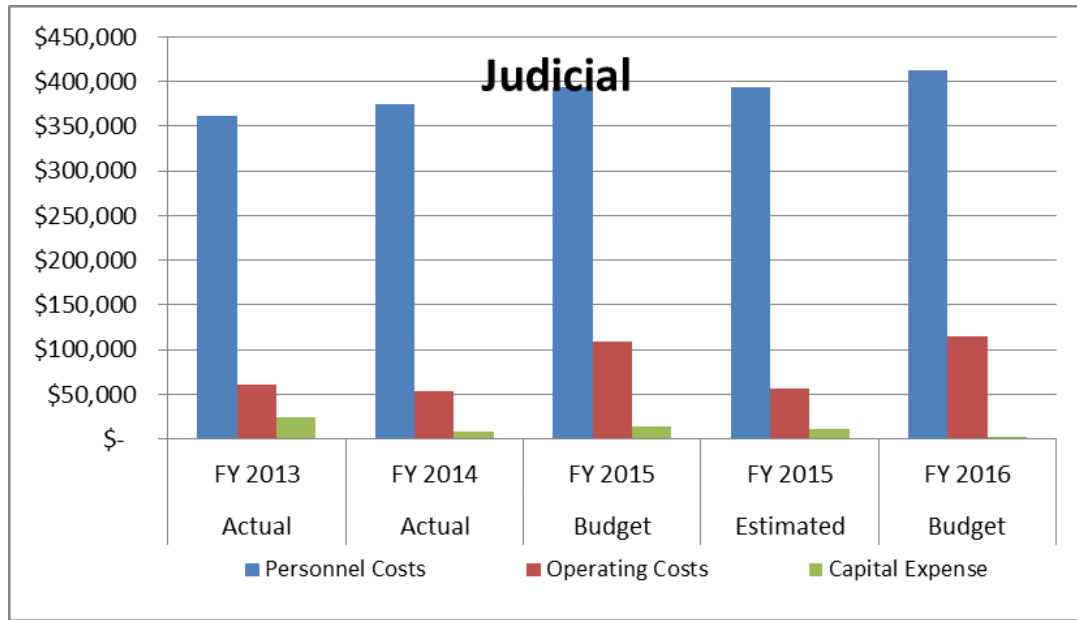
- Updated the Court Procedures on City's web site and posted same for review by Court participants

FY 2016 DEPARTMENT GOALS

- Update our website page to make it more user friendly and more informational
- Real time upload of timed parking citations
- Successfully install and deploy new court case management software

EXPENDITURE SUMMARY

	Judicial				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 360,985	\$ 374,781	\$ 393,305	\$ 393,305	\$ 413,264
Operating Costs	\$ 61,313	\$ 53,664	\$ 109,428	\$ 56,630	\$ 115,428
Capital Expense	\$ 24,473	\$ 7,731	\$ 13,500	\$ 11,329	\$ 2,000
Total Judicial	\$ 446,771	\$ 436,176	\$ 516,233	\$ 461,264	\$ 530,692



HUMAN RESOURCES SUMMARY

Judicial Department				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
City Judge	1	1	1	1
Chief Court Clerk	1	1	1	1
Administrative Support Specialist	3	3	3	3
Administrative Secretary	1	1	1	1
Total Judicial Allocation	6	6	6	6

	2015-2016 BUDGET YEAR					
	JUDICIAL DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
PERSONNEL COSTS						
SALARIES & WAGES					269,932	
LONGEVITY					5,520	
TOTAL SALARIES & WAGES	246,052	254,869	263,981	263,981	275,452	11,471
SOCIAL SECURITY	17,558	18,275	20,195	20,195	21,072	877
MEDICAL - DENTAL	65,905	69,112	75,373	75,373	81,309	5,936
PENSION PLAN	29,235	30,258	31,524	31,524	33,256	1,732
LIFE INSURANCE/LTD	1,718	1,783	1,783	1,783	1,783	0
WORKERS' COMPENSATION	517	484	449	449	392	(57)
TOTAL PERSONNEL COSTS	360,985	374,781	393,305	393,305	413,264	19,959
OPERATION AND MAINTENANCE						
OFFICE EQUIPMENT	7,241	1,925	5,000	3,150	5,000	0
SOFTWARE MAINTENANCE			41,178	0	41,178	0
	7,241	1,925	46,178	3,150	46,178	0
SUPPLIES						
POSTAGE	3,556	3,396	5,000	5,275	6,000	1,000
OFFICE	11,827	7,878	14,000	10,500	14,000	0
	15,383	11,274	19,000	15,775	20,000	1,000
UTILITY SERVICE						
TELEPHONE	1,111	844	1,600	750	1,600	0
CELLULAR PHONE		489	750	450	750	0
	1,111	1,333	2,350	1,200	2,350	0
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	506	1,274	900	875	900	0
PART TIME - JUDICIAL SERVICES	5,913	4,013	8,000	4,215	8,000	0
TRAINING PERSONNEL	575	300	2,500	600	2,500	0
COLLECTION COSTS	30,520	32,857	30,000	30,500	35,000	5,000
OTHER MISCELLANEOUS	64	688	500	315	500	0
	37,578	39,132	41,900	36,505	46,900	5,000
OPERATING BUDGET	422,298	428,445	502,733	449,935	528,692	25,959
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					2,000	
	24,473	7,731	13,500	11,329	2,000	(11,500)
TOTAL JUDICIAL DEPARTMENT	446,771	436,176	516,233	461,264	530,692	14,459



POLICE

DEPARTMENT SUMMARY

The Murfreesboro Police Department is committed to the protection of life and the prevention of crime and disorder. With an emphasis on community policing, the Police Department will build partnerships and seek proactive approaches and innovative solutions to address crime and other safety issues in Murfreesboro, which adversely affect the daily lives of the City's residents, neighbors and visitors.

Through prompt, efficient, and courteous service, the Police Department will strive towards the ultimate goal of creating a better quality of life. This is being accomplished by providing proactive community oriented police services, strategic and innovative responses to safety concerns or criminal activity, and the hard work of dedicated employees who strive to make a difference.

The 232 police officers, 32 dispatchers, and 21 non-sworn support staff, 33 school patrol, and 6 part-time staff members contribute to the always challenging fight against crime and the protection of our community. In 2014, Part I crimes reported to the Police decreased overall by 4%. The number of reported homicides and burglaries increased while reported rapes, robberies, assaults, arsons, larcenies and motor vehicle thefts all decreased. Officers responded to 108,687 calls for service (about 297 calls per day), completed 24,091 official police reports, initiated 12,324 criminal charges against defendants, and issued 37,417 citations (including 19,898 violations and 17,519 warnings).

The department is organized into six (6) divisions/sections; Uniformed Division, Criminal Investigations Division, Administrative Services Division, Operations Division, Communications Section and Information Systems.

The Uniformed Division, consisting of 189 sworn officers, is the largest single division of the Department and provides all uniformed police services for the citizens of Murfreesboro. Operating 24 hours a day, the three (3) traditional patrol shifts provide police services by patrol car, motorcycle, bicycle, and foot of the 56 square miles included in the City limits of Murfreesboro. This division includes the Special Operations Unit (S.O.U), Fatal Accident Crash Team (F.A.C.T.), Murfreesboro Police Alcohol Counter-Measures Team (M.P.A.C.T.), Canine Unit, Directed Patrol Unit, Aggressive Driving Unit, Parks and Greenway Patrol, and Automated Traffic Enforcement.

The Criminal Investigations Division is responsible for the investigation of crimes reported to police. The division is divided into six (6) sections: Crimes Against Property, Special Victims Unit, Crimes Against Persons, General Investigations, Special Investigations, Vice/Narcotics, and Forensic Services. These sections are supported by detectives that also serve on Crime Scene Investigation Team (C.S.I.) and Sexual Assault Response Team (S.A.R.T.). Together, they process crime scenes, gather evidence, and interview

victims, witnesses and suspects of crimes. In 2014, the CID assigned 2,785 cases for follow-up criminal investigation.

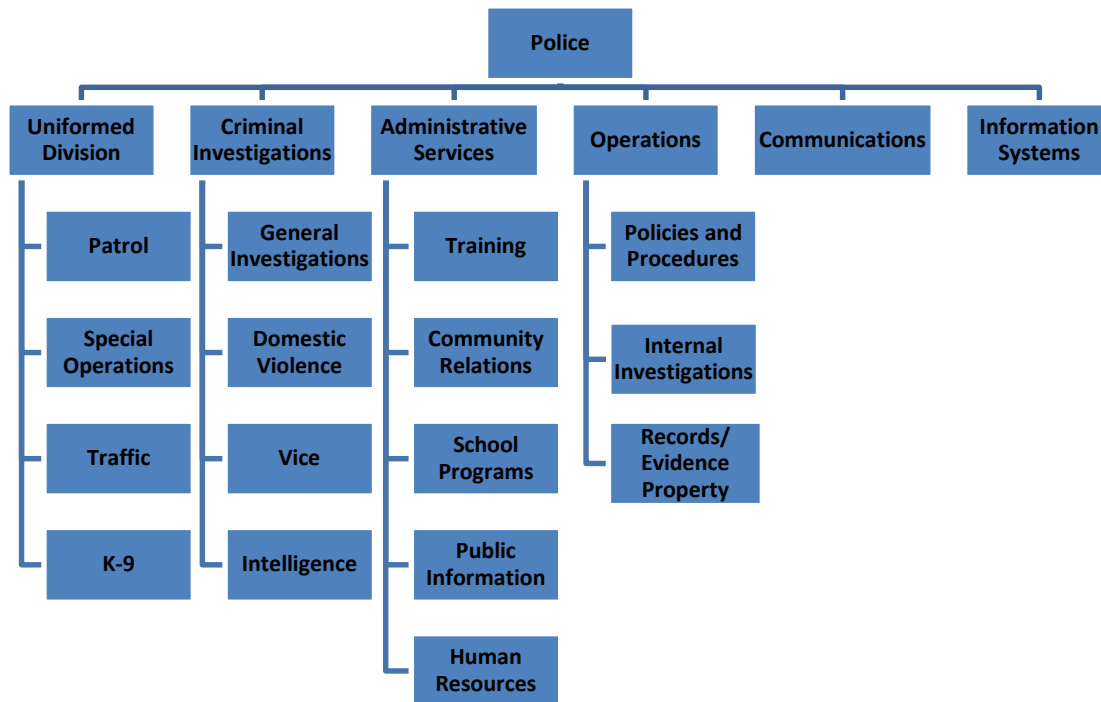
The Administrative Services Division is responsible for many of the business functions, as well as the public relation services for the Department. Alarms Enforcement, Personnel, Training, Firearms, Supply, Drug Abuse Resistance Education (D.A.R.E.) and Gang Resistance Education (G.R.E.A.T.), Crime Prevention, School Patrol, Grant Writing and Management, Accreditation Management, and Media Relations are all based out of this division. In 2014, the training section provided or coordinated a total of 43,318 hours of training for Department personnel and outside law enforcement agencies. Numerous community events were either attended or hosted by department personnel. Firearms training resulted in 69,304 rounds of ammunition fired during training exercises.

The Operations Division consists of Office of Professional Responsibility (OPR), Police and Fire Communications, Records Management, and Front Desk. OPR completed twenty-eight (28) internal affairs investigations in 2014, processed 147 off duty jobs, and provided 1,146 copies of in-car video to officers, defense attorneys and citizens.

The Murfreesboro Police and Fire Communications Center serves the community by answering emergency and nonemergency calls for service, coordinating responses for those calls, and assisting the emergency service providers in protecting life and property. Consistently, this center is the busiest Public Safety Answering Point (P.S.A.P.) in Rutherford County, accounting for over 40% of all 911 calls. In 2014, more than 247,982 calls were received and 108,687 calls for service were dispatched by Police and Fire Dispatchers.

Information Systems consists of three computer/IT specialists, working under the direction of the Information Technology Department, with the goal of providing the most recent technology for police officers and dispatchers to utilize during day to day operations. The IT staff will continue work towards the implementation of Field-Based reporting, implementation of a virtual server environment for our public safety software system, and continued improvements to existing technology-based systems and infrastructure for the Police and Fire Departments.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Make Murfreesboro a safe place to live, work and visit
- Address quality of life issues through the reduction of calls at repeat locations and the use of special units
- Purchase and integration of new two-way radio components and technology to improve police radio communication and facilitate service delivery
- Radio Tower construction for improved communications, increased signal distribution and reliability and reduction of land line costs
- Purchase and replacement of police vehicles to revive the take-home vehicle program and replace high mileage police vehicles

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- The relentless work of the department in crime prevention and law enforcement has created a safe environment for investment and economic development
- Provide education to local businesses regarding crime prevention topics

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Participate in specialized verbal judo classes for improved community relations and communication
- Integration of new mobile data terminals to increase access to information for improved service delivery to our citizens
- Providing D.A.R.E. and G.R.E.A.T. programs to all Murfreesboro City Schools including the new Overall Creek Elementary
- Expanding communications through social media

ENGAGING OUR COMMUNITY

- For FY 2015, Murfreesboro Police will continue existing community engagement efforts which include: Citizens Police Academy; participation in the Community Anti-Drug Coalition of Rutherford County; the Patterson Park Coalition; Read to Succeed; the Wellness Council of Rutherford County, the Rutherford County Child Advocacy Center; the Rutherford County Child Abuse Coalition; and Leadership Rutherford (Adult and Youth)

FY 2015 ACCOMPLISHMENTS

- For calendar year 2014, Part I crime categories reported to the Police reduced by four percent (4%), marking the third consecutive year of reductions in Part I crimes reported to the Police
- Calls for service, criminal charges filed against defendants and citations issued all increased during calendar year 2014
- Formalized relationship with GHSO and received grant funding for additional traffic enforcement efforts
- Department received the Middle Tennessee Region seat belt award from the Governor's Highway Safety Office (GHSO)
- Design development phase for the New Police Headquarters at 1004 North Highland completed
- Substantial work completed towards the design phase of the two-way public safety radio tower network

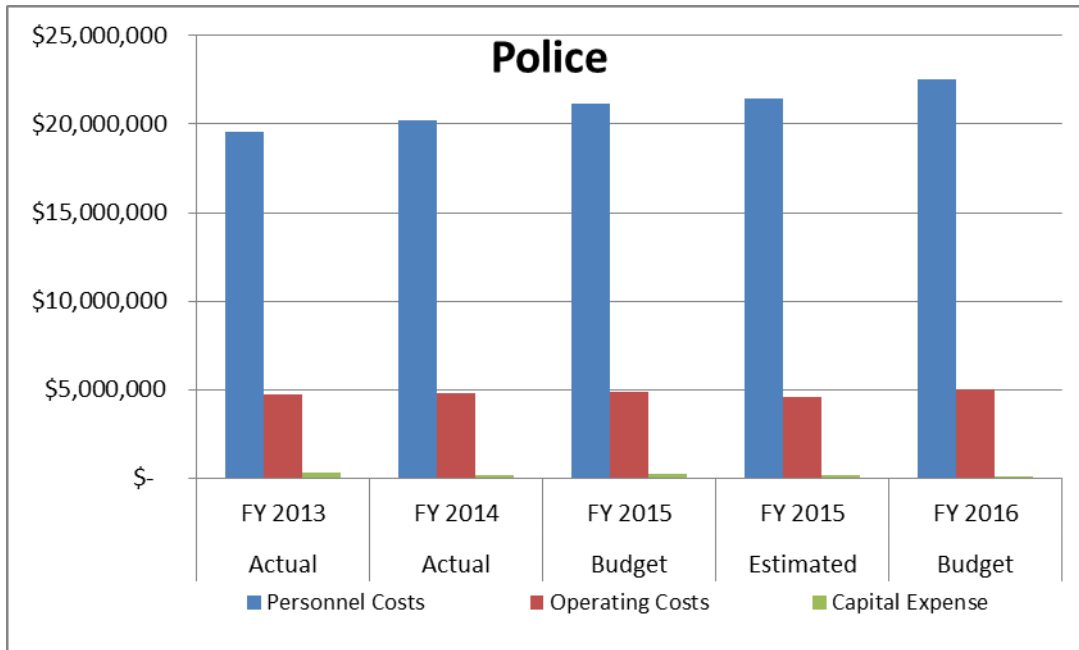
FY 2016 DEPARTMENT GOALS

- Continue and enhance an aggressive gang interdiction strategy using existing police resources as well as local, state and federal partnerships, and any available funding which may expand these efforts
- Continuation of the Automated Traffic Enforcement program to include increased targeting of violators which contribute to traffic crashes, while establishing the City of Murfreesboro program as a model for other municipalities
- Continuation of Selective Traffic Enforcement Program and utilization of the Aggressive Driving Unit and Motorcycle Unit to target traffic enforcement areas based on crash data
- Continued partnership with the Governor's Highway Safety Office to reduce crashes on Murfreesboro streets
- Expansion of Field-Based Reporting (FBR) for Police incident, arrest and crash reports
- Continued progress towards the Public Safety training facility

- Continued development of a data-driven policing model for Murfreesboro Police
- Continued progress towards full implementation of a 700 MHz P25 digital two-way radio system, including the construction of two-way public safety radio tower network
- Continued development and implementation of wrecker ordinance

EXPENDITURE SUMMARY

	Police				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 19,547,850	\$ 20,220,268	\$ 21,140,276	\$ 21,466,353	\$ 22,547,610
Operating Costs	\$ 4,718,295	\$ 4,807,111	\$ 4,832,194	\$ 4,596,106	\$ 4,990,089
Capital Expense	\$ 315,710	\$ 126,647	\$ 205,300	\$ 130,000	\$ 123,406
Total Police	\$ 24,581,855	\$ 25,154,026	\$ 26,177,770	\$ 26,192,459	\$ 27,661,105



HUMAN RESOURCES SUMMARY

Police Department				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
Chief	1	1	1	1
Deputy Chief	1	1	1	1
Assistant Chief	1	1	1	1
Major	4	4	4	4
Captain	3	3	3	3
Lieutenant	10	10	10	10
Sergeant	34	37	37	38
Detective	33	32	32	34
Police Officers I and II	142	141	143	145
Sworn Personnel	229	230	232	237
Civilian				
Communications Supervisor	7	7	7	7
Dispatcher	25	25	25	25
Parking Officer	2	2	2	2
Crime Analyst	1	1	1	1
Administrative Assistant	1	2	2	2
Department Coordinator	1	0	0	0
Administrative Support Specialist	5	5	5	5
Administrative Secretary	2	2	2	2
Secretary	2	2	2	2
Police Evidence Technician	5	5	5	5
Custodian	2	2	2	2
Civilian Personnel	53	53	53	53
Information Desk	7	7	7	7
Private School Traffic Patrol	3	3	3	3
School Traffic Patrol	24	27	27	27
Total Part-Time Positions	34	37	37	37
Total Police Allocation	316	320	322	327

	2015-2016 BUDGET YEAR					
	POLICE DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
PERSONNEL COSTS						
SALARIES & WAGES					13,301,611	
PART-TIME WAGES					312,733	
ALLOWANCE FOR VACANCIES - 2.0%					(266,032)	
ESTIMATED OVERTIME PAY					625,000	
MEAL TIME PAY					931,500	
HOLIDAY PAY					350,000	
ALLOWANCE FOR MILITARY LEAVE					(37,852)	
LONGEVITY					180,840	
TOTAL NET SALARIES & WAGES	13,500,241	14,107,207	14,439,028	14,655,944	15,397,800	958,772
SOCIAL SECURITY	1,004,232	1,036,772	1,048,454	1,121,180	1,177,932	129,478
MEDICAL - DENTAL	2,461,858	2,606,962	3,149,270	3,149,270	3,461,539	312,269
PENSION PLAN	1,174,248	1,141,470	1,145,471	1,145,471	1,253,072	107,601
RETIREMENT (401A)	67,321	75,049	86,656	86,656	90,071	3,415
LIFE INSURANCE/LTD	79,007	81,622	81,571	81,571	81,571	0
WORKERS' COMPENSATION	1,260,943	1,171,186	1,189,826	1,226,261	1,085,625	(104,201)
TOTAL PERSONNEL COSTS	19,547,850	20,220,268	21,140,276	21,466,353	22,547,610	1,407,334
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	344,258	292,190	372,190	319,856	368,958	(3,232)
VEHICLES & MACHINERY	138,693	106,932	100,000	100,000	100,000	0
RADIOS	10,077	5,455	8,000	12,202	10,000	2,000
GUNS	4,266	5,048	6,000	23,530	6,000	0
OFFICE EQUIPMENT	206,394	160,882	199,000	220,500	210,000	11,000
FIRE EXTINGUISHERS	1,137	1,275	4,500	1,772	7,500	3,000
TRAFFIC TIMERS	4,381	5,572	7,000	4,000	7,000	0
CRIME LAB EQUIPMENT		4,945	10,000	4,000	10,000	0
INVESTIGATIVE EQUIPMENT		930				
K - 9	10,234	7,270	15,000	12,688	15,000	0
VIDEO EQUIPMENT	6,194	6,090	10,000	3,790	10,000	0
MOBILE DATA TERMINALS	128,660	131,429	140,000	140,000	155,000	15,000
INTERNET AND NETWORK	21,971	23,635	24,000	30,000	24,000	0
BUILDINGS	107,017	104,275	95,000	69,358	95,000	0
FIRING RANGE	2,804	7,108	10,000	1,750	10,000	0
	986,086	863,036	1,000,690	943,446	1,028,458	27,768
SUPPLIES						
POSTAGE	5,140	5,203	6,000	3,692	6,000	0
OFFICE	90,809	80,838	75,000	67,092	75,000	0
EMPLOYEE	12,031	10,380	10,000	9,204	10,000	0
JANITORIAL	14,688	16,345	18,000	14,228	18,000	0
FUEL	600,989	600,443	689,364	485,411	687,350	(2,014)
AMMUNITION	50,410	87,093	65,000	80,900	80,000	15,000
FLASHLIGHTS, BATTERIES, VIDEO TAPES	17,349	4,064	12,000	12,000	12,000	0
CRIME PREVENTION	3,654	3,898	5,000	3,640	5,000	0
CLOTHING	229,091	253,623	261,603	285,211	275,109	13,506
CLOTHING - CLEANING	68,949	72,199	60,000	59,990	60,000	0
LOCK OUT/IPOK KITS			22,300	22,300	5,000	(17,300)
CITIZENS ACADEMY				125	500	500
MISCELLANEOUS SUPPLIES	9,629	22,687	12,000	18,366	25,000	13,000
	1,102,739	1,156,773	1,236,267	1,062,159	1,258,959	22,692
INSURANCE						
AUTOMOBILE	195,731	189,370	198,925	203,700	197,003	(1,922)
POLICE LIABILITY	158,126	183,512	183,512	207,784	207,784	24,272
	353,857	372,882	382,437	411,484	404,787	22,350

DESCRIPTIONS	2012/2013 ACTUAL	2013/2014 ACTUAL	2014/2015 BUDGET	2014/2015 ESTIMATE	2015/2016 BUDGET	INCREASE (DECREASE)
UTILITY SERVICE						
ELECTRIC	187,537	256,189	190,000	175,100	190,000	0
WATER AND SEWER	8,275	12,005	8,800	9,628	9,000	200
GAS	8,218	8,859	11,000	5,216	11,000	0
TELEPHONE	94,760	154,336	120,500	155,868	120,000	(500)
CELLULAR PHONE	127,084	102,795	130,500	120,000	130,000	(500)
MDT - CELLULAR COMMUNICATION	67,848	72,997	85,000	80,000	85,000	0
	493,722	607,181	545,800	545,812	545,000	(800)
MISCELLANEOUS EXPENSE						
EMPLOYEE TESTING	17,040	16,209	15,000	15,308	15,000	0
SEX OFFENDER EXPENSE	4,248	2,223	2,500	300	2,500	0
TRAVEL-OTHER		566	5,000	1,092	5,000	0
PAROLE OPPOSITION TRAVEL	550		0	0	0	0
ASSOCIATION DUES	5,678	5,341	9,500	5,000	8,000	(1,500)
TRAINING PERSONNEL	144,877	161,255	175,000	175,000	190,000	15,000
DISPATCHER TRAINING	18,098	27,638	32,000	34,124	32,000	0
LABORATORY FEES			25,000	0	20,000	(5,000)
SUBPOENA FEES			5,000	0	5,000	0
STATE FINES - PASS-THRU	262,393	266,965	220,000	252,890	240,000	20,000
MEDICAL SERVICE - ARRESTEES		140	3,000	0	3,000	0
PRINTRAK - ANNUAL AGREEMENT	25,000	25,000	25,000	25,000	25,000	0
DRUG AWARENESS PROGRAMS		2,035	3,000	3,000	3,000	0
G.R.E.A.T./R.A.D./R.A.D. KIDS		10,086	10,000	10,000	10,000	0
FELONY FUNDS	1,000	2,500	15,000	15,000	20,000	5,000
RENT - CID	79,500	79,500	79,500	79,500	81,885	2,385
D.A.R.E. PROGRAMS	17,739	10,669	15,000	15,000	15,000	0
GOVERNORS HWY SAFETY GRANT			0	50,000	0	0
JAG GRANT	108,282	70,520	30,000	33,545	30,000	0
GANG PASS-THRU GRANT - MHA	13,210	4,510	0	0	0	0
GRAFFITI ERADICATION	79	0	1,000	0	1,000	0
COMPUTER SOFTWARE	73,758	39,013	40,000	48,200	85,000	45,000
RED LIGHT CAMERA PROGRAM	883,814	890,461	900,000	800,780	900,000	0
COUNTY SHARED COSTS			31,500	31,500	31,500	0
OTHER MISCELLANEOUS	126,625	192,608	25,000	37,966	30,000	5,000
	1,781,891	1,807,239	1,667,000	1,633,205	1,752,885	85,885
OPERATING BUDGET	24,266,145	25,027,379	25,972,470	26,062,459	27,537,699	1,565,229
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT - FURN & EQUIP					25,063	
SPECIAL OPS BLDG FENCE & GATE					20,000	
25 TASERS W/ACCESSORIES					42,143	
AFIS LATENT/LITE WORKSTATION-CID					36,200	
	315,710	126,647	205,300	130,000	123,406	(81,894)
TOTAL POLICE DEPARTMENT	24,581,855	25,154,026	26,177,770	26,192,459	27,661,105	1,483,335



FIRE & RESCUE

DEPARTMENT SUMMARY

The mission of the Murfreesboro Fire & Rescue Department (MFRD) is to deliver the highest level of emergency response with the greatest margin of safety in the most fiscally responsible way. Personnel are dedicated to providing progressive fire protection, rescue, Basic Life Support (BLS) level of medical care, codes enforcement and inspection, and public fire safety education. The Department also provides the community with a coordinated and planned response to natural and man-made disasters.

The Murfreesboro Fire & Rescue Department maintains an Insurance Services Office (ISO) rating of Class 2, placing the department in the top 1% of fire protection agencies in the United States. Nine stations and 187 employees provide fire suppression, Basic Life Support (BLS) level of care, rescue, hazardous material response, inspections, plans review of commercial structures and public education on a full time basis. The department responded to 8,833 calls for service during FY 2014 and is projected to have responded to 10,585 by the end of FY 2015.

MFRD transitioned from medical first responder to Basic Life Support (BLS) level of care during FY 2015. Rutherford County Emergency Medical Services (RCEMS) oversees the BLS service. MFRD has an Assistant Chief – Medical Services managing the division. BLS level response allows certified Advanced Emergency Medical Technicians (AEMTs) and EMT-Paramedics (EMT-Ps) to provide more advanced care to the citizens of Murfreesboro.

The department is organized into five divisions: Administration, Fire Operations, Prevention and Education, Training, and Medical Services.

The Administration Division is responsible for day-to-day management and supervision of the fire and rescue department; oversees, directs and evaluates fire suppression and emergency response, fire prevention, and training; assures operational readiness with proper staffing, equipment and training. It is also responsible for general policies and administration for the protection of life and property, evaluates needs and makes recommendations on facilities, apparatus, and equipment and plans capital improvement projects and timetables for implementation.

Fire Operations Division is responsible for the 24-hour per day provision of emergency services including suppression, extrication, hazardous materials response, technical rescue, and major disasters.

The Fire Prevention and Education Division provides fire inspection, codes enforcement and site plans review and approval. The Division conducts investigations to determine the origin and

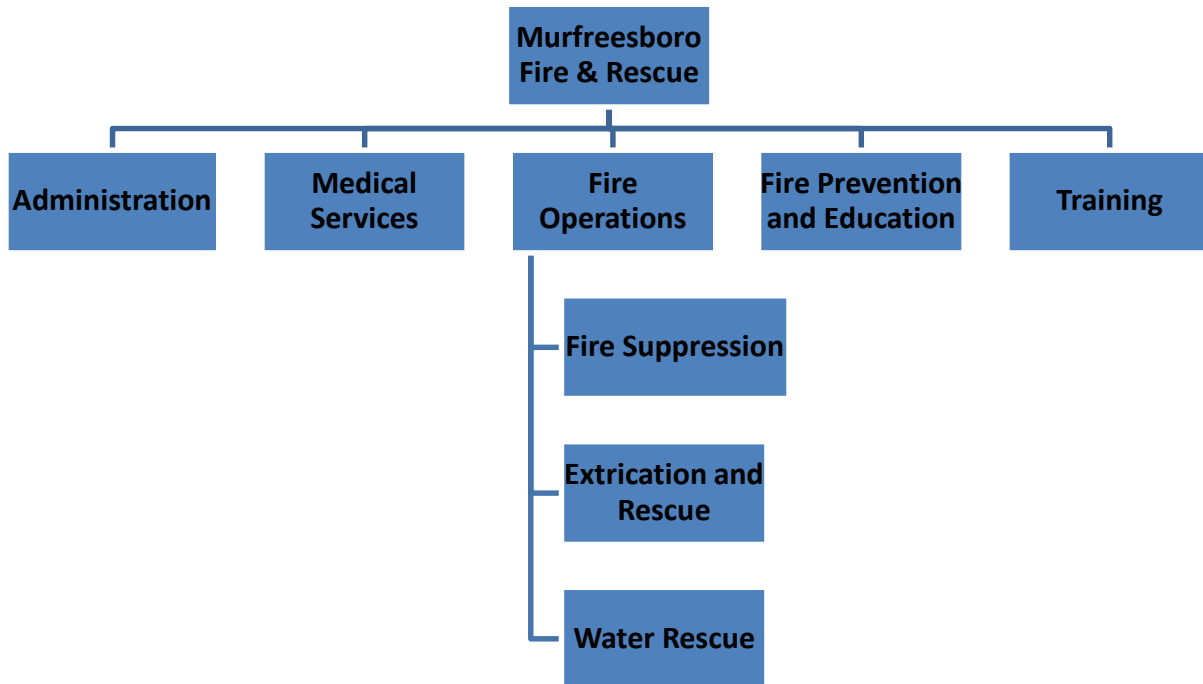
cause of fires, and receives and distributes smoke detectors within the City. The division leads in the education of youth and adults in fire prevention and safety through programs such as “Freddie the Fire Truck,” the Fire Safety house, “Dante’s Dance”, BullEx Fire Extinguisher Training System and participation in National Fire Prevention Week.

The Training Division provides fire, rescue, hazardous material and leadership training to meet all department, state, and federal standards. It conducts daily training to ensure that responding personnel are competent in their duties, safe in the manner of their response, and productive under difficult circumstances.

The Medical Services Division is responsible for the 24-hour per day provision of emergency medical services. The division will oversee all medical training, blood borne pathogens and exposure control, and medical supplies.

The overtime line item was increased due to the elimination of the use of compensatory time for suppression personnel. Overtime pay will be used to cover all off-duty training, meetings, staffing issues, etc. for suppression personnel.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Maintain a Class 2 rating from the Insurance Services Office (ISO), which places the Department in the top 1 percent in the nation
- Efficient response times in emergencies due to adequate staffing and assessments of stations and personnel
- Conduct routine fire inspections on existing buildings
- Distribute free smoke detectors to seniors, fire victims and others in need
- Provide fire safety education programs in the schools
- Install child safety seats and educate citizens on proper installation

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Strong fire rating assists with the recruitment of industry and other business
- Maintain an excellent response time to continue to save buildings and property from fire losses

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Continue to provide excellent training programs for fire personnel in order to facilitate good internal and external customer service
- Maintain an average response time of four minutes for all emergency calls
- Maintain the City's ISO rating, which places MFRD in the top 1 percent of fire departments in the nation

ENGAGING OUR COMMUNITY

- Broadcast Fire Safety Public Service Announcements (PSAs) on CityTV to educate our citizens on home fire hazards such as unattended cooking, fireplace safety, holiday safety, etc. and storm shelter registration. Post these PSAs on Facebook.
- Post monthly fire safety tips and messages such as "Never leave cooking unattended." Engage with the community by answering questions arising from the PSAs and safety tips.
- Post pictures and video of the Citizens Fire Academy on Facebook to inspire interest in Academy attendance.
- Post links to the department's monthly newsletter and annual report. Post commendations, training and fire suppression pictures and other interesting information and facts about the department on Facebook to teach the public more about the Department's role in the community.
- Set up the Special Events Team tent and display at City-sponsored events and other locations throughout the City. MFRD employees can engage with the community by discussing fire safety, distribute fire safety literature, talk about the divisions of the department, and give out take away items such as plastic fire helmets.
- Produce additional cooking segments and a "Firefighter for the Day" program on CityTV.

FY 2015 ACCOMPLISHMENTS

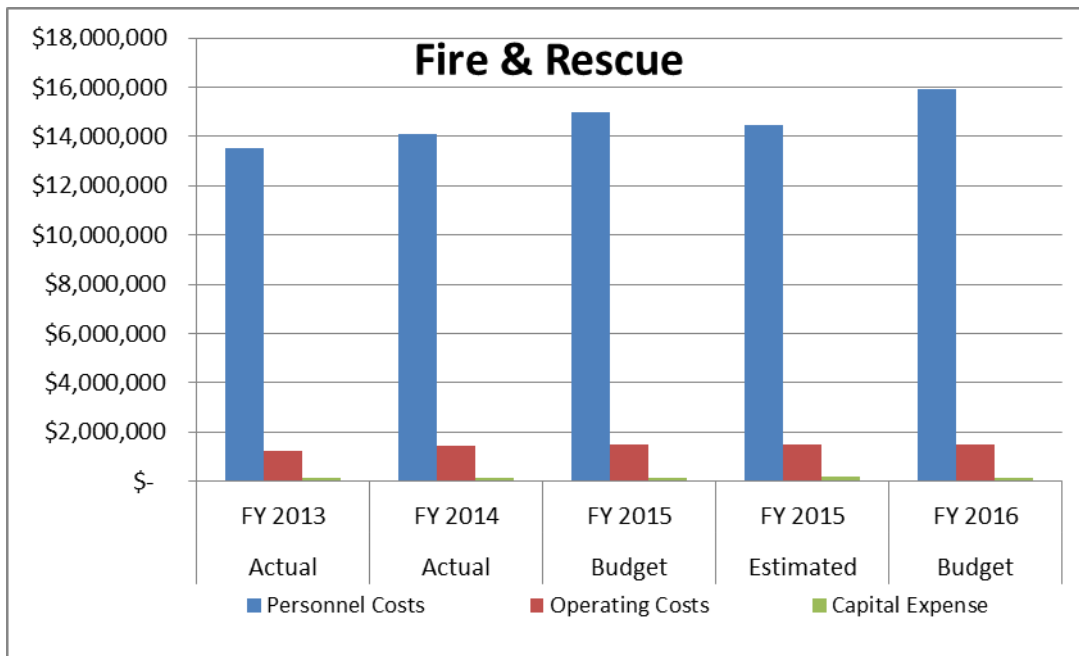
- MFRD upgraded from Medical First Responder to Basic Life Support (BLS) on July 28, 2014.
- One Pumper and two Aerials were completed and delivered in December 2014. All essential equipment was placed on the apparatus and training was conducted. The new apparatus was placed in service in January 2015.
- MFRD is providing Special Operations service to the City of Murfreesboro utilizing the Heavy Rescues.
- The Fire Investigation Trailer, funded through a FEMA grant, was delivered on November 21. Equipment was purchased and placed on the trailer. The trailer was placed in service in January 2015.
- The twelfth Citizens Fire Academy was held in September and October 2014. Fourteen (14) citizens graduated on October 28, 2014.
- MFRD introduced personnel to the public in November. *Know Your Heroes November* highlighted 16 employees with a short narrative and picture on Facebook.
- The upgrade of four communications towers will be rebid in March or April 2015. Construction on the towers should begin around the end of May 2015 with estimated completion in November. The upgraded communications towers will expand coverage and enhance interoperability.
- MFRD purchased and installed 16 Rocket Vehicle Routers in FY 2015. This equipment will provide enhanced communication abilities for remote connectivity of mobile data computers and tablets and advanced vehicle location.

FY 2016 DEPARTMENT GOALS

- Begin construction of a Training Facility to help maintain ISO 2 rating and to enhance training of personnel
- Prepare specifications for the purchase of a 100' Platform Aerial
- MFRD continues to educate citizens on services provided through various departmental brochures, handouts and post-incident assistance to further enhance our effort for service excellence.
- Continue transitioning from EMT-IV to AEMT in accordance with State of Tennessee Department of Health Division of EMS
- Maintain pediatric training hours required by the State of Tennessee Department of Health Division of EMS
- Train personnel on new electronic patient care reporting (ePCR) software and begin using in FY 2016
- Broaden use of current FireRMS software for inventory, training and certifications
- Network with other public safety agencies to enhance interoperability
- Increase training hours for suppression, medical and special operations
- Purchase large diameter (5") hose to increase water flow and enhance firefighting capabilities
- Incorporate two Humvees into emergency fleet to respond to off-road brush or wildland fires and airport incidents

EXPENDITURE SUMMARY

	Fire & Rescue				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 13,508,359	\$ 14,081,082	\$ 14,967,021	\$ 14,446,261	\$ 15,935,645
Operating Costs	\$ 1,220,544	\$ 1,408,596	\$ 1,469,312	\$ 1,496,059	\$ 1,493,811
Capital Expense	\$ 143,346	\$ 108,630	\$ 138,000	\$ 204,860	\$ 143,300
Total Fire	\$ 14,872,249	\$ 15,598,308	\$ 16,574,333	\$ 16,147,180	\$ 17,572,756



HUMAN RESOURCES SUMMARY

Fire & Rescue				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
Chief	1	1	1	1
Deputy Chief	1	1	1	1
Assistant Chief	3	2	2	2
Assistant Chief - Medical Services	0	1	1	1
Fire Marshal	0	1	1	1
Shift Commander	3	3	3	3
Assistant Fire Marshal	3	3	3	3
Training Coordinator	2	2	2	2
Department Coordinator	2	1	1	1
Administrative Assistant	0	1	1	1
Administrative Support Specialist	1	1	1	1
Captain	33	33	33	33
Driver	48	48	48	48
Firefighter II	27	38	38	38
Firefighter I	63	52	52	52
Full-Time Positions	187	188	188	188
Clerk	1	1	1	1
Supply and Maintenance Personnel	1	1	1	1
Part-Time Positions	2	2	2	2
Total Fire Allocation	189	190	190	190

	2015-2016 BUDGET YEAR					
	FIRE & RESCUE DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
PERSONNEL COSTS						
SALARIES & WAGES:						
SALARIED EMPLOYEES					1,010,108	
HOURLY EMPLOYEES					8,985,632	
PART-TIME					37,356	
ESTIMATED OVERTIME PAY					361,797	
HOLIDAY PAY					372,865	
LONGEVITY					166,380	
TOTAL NET SALARIES & WAGES	9,345,727	9,543,344	10,070,776	9,931,222	10,934,138	863,362
SOCIAL SECURITY	686,647	694,159	766,459	628,211	836,462	70,003
MEDICAL - DENTAL	2,032,887	2,166,158	2,485,646	2,319,261	2,497,348	11,702
PENSION PLAN	997,882	994,067	1,003,300	942,959	1,067,889	64,589
RETIREMENT (401A)	25,743	38,813	49,886	43,045	55,406	5,520
LIFE INSURANCE/LTD	61,761	62,548	62,260	63,672	63,672	1,412
WORKERS' COMPENSATION	357,712	581,993	528,694	517,891	480,730	(47,964)
TOTAL PERSONNEL COSTS	13,508,359	14,081,082	14,967,021	14,446,261	15,935,645	968,624
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	211,096	290,611	266,110	280,741	287,550	21,440
VEHICLES & MACHINERY	60,543	32,254	37,000	35,000	37,000	0
RADIOS	3,311	146	3,000	500	3,000	0
OFFICE EQUIPMENT	3,527	5,218	5,400	4,500	5,400	0
FIRE EXTINGUISHERS	717	925	2,000	1,478	2,000	0
APPLIANCE REPAIR	1,944	2,107	3,200	2,800	3,200	0
HOSE & NOZZLES	4,611	4,457	5,500	73,072	5,500	0
VIDEO EQUIPMENT	1,100	941	1,400	1,061	1,500	100
MOBILE DATA TERMINALS			500	0	500	0
BUILDINGS	87,281	63,457	80,000	80,000	71,500	(8,500)
	374,130	400,116	404,110	479,152	417,150	13,040
SUPPLIES						
POSTAGE	289	271	350	280	350	0
OFFICE	16,956	18,782	19,750	20,730	22,000	2,250
NEWSPAPERS - MAGAZINES	1,723	1,863	2,350	2,271	2,600	250
EMPLOYEE	741	855	900	900	900	0
JANITORIAL	29,607	31,607	33,500	33,500	34,500	1,000
RAGS, TOWELS, ETC.	397	215	450	450	450	0
RESPONSE SUPPLIES	40,932	37,557	52,000	60,000	58,225	6,225
FUEL	123,394	126,606	136,620	106,607	145,938	9,318
FLASHLIGHTS, BATTERIES, ETC.	4,527	4,212	5,000	5,000	5,000	0
FIRE PREVENTION	13,698	16,690	18,000	18,000	18,000	0
CHEMICALS	2,441	4,967	6,000	6,000	6,000	0
HAND TOOLS & HARDWARE	2,022	6,118	2,500	8,000	3,500	1,000
STATION/HOUSE SUPPLIES	2,924	2,642	2,900	2,900	3,000	100
CLOTHING	169,231	227,617	198,200	175,000	192,000	(6,200)
CLOTHING - CLEANING	20,204	17,809	24,000	17,000	22,000	(2,000)
CHILD SAFETY SUPPLIES		2,679	8,000	9,360	9,000	1,000
CITIZENS ACADEMY			1,300	1,449	1,800	500
MISCELLANEOUS SUPPLIES	845	1,000	1,250	1,250	1,250	0
SMOKE DETECTORS	0		500	0	500	0
	429,931	501,490	513,570	468,697	527,013	13,443

	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
INSURANCE						
AUTOMOBILE	79,527	77,951	84,380	82,845	85,152	772
	79,527	77,951	84,380	82,845	85,152	772
UTILITY SERVICE						
ELECTRIC	127,041	141,732	152,000	144,000	152,000	0
WATER AND SEWER	18,911	20,452	19,000	18,500	19,000	0
TELEPHONE	68,885	121,583	90,900	131,763	132,000	41,100
CELLULAR PHONE	13,714	11,560	13,000	13,000	14,000	1,000
	228,551	295,327	274,900	307,263	317,000	42,100
MISCELLANEOUS EXPENSE						
USE OF EMPLOYEE'S CAR	28	52	200	247	300	100
EMPLOYEE TESTING	1,686	1,850	2,500	1,300	3,050	550
ASSOCIATION DUES	1,670	1,760	2,300	2,300	2,300	0
COMPUTER SOFTWARE	6,595	3,200	2,200	200	8,756	6,556
TRAINING PERSONNEL	73,049	83,231	83,652	75,500	79,090	(4,562)
RESPIRATORY & HAZMAT TESTING	11,613	27,085	51,500	29,000	34,000	(17,500)
OTHER FEDERAL GRANTS			35,000	36,555	0	(35,000)
OTHER MISCELLANEOUS	13,764	16,534	15,000	13,000	20,000	5,000
	108,405	133,712	192,352	158,102	147,496	(44,856)
OPERATING BUDGET	14,728,903	15,489,678	16,436,333	15,942,320	17,429,456	993,123
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					40,000	
HVAC UNIT REPLACEMENT					5,850	
TWO HOSE ROLLERS					3,200	
FIVE GAS LEAK DETECTORS					3,750	
WIRELESS CAPABILITY - ALL BUILDINGS					5,500	
REPLACE ROOF STATION 5					38,000	
MEN'S BATHROOM/LOCKER REMODEL					47,000	
	143,346	108,630	138,000	204,860	143,300	5,300
TOTAL FIRE DEPARTMENT	14,872,249	15,598,308	16,574,333	16,147,180	17,572,756	998,423



BUILDING AND CODES

DEPARTMENT SUMMARY

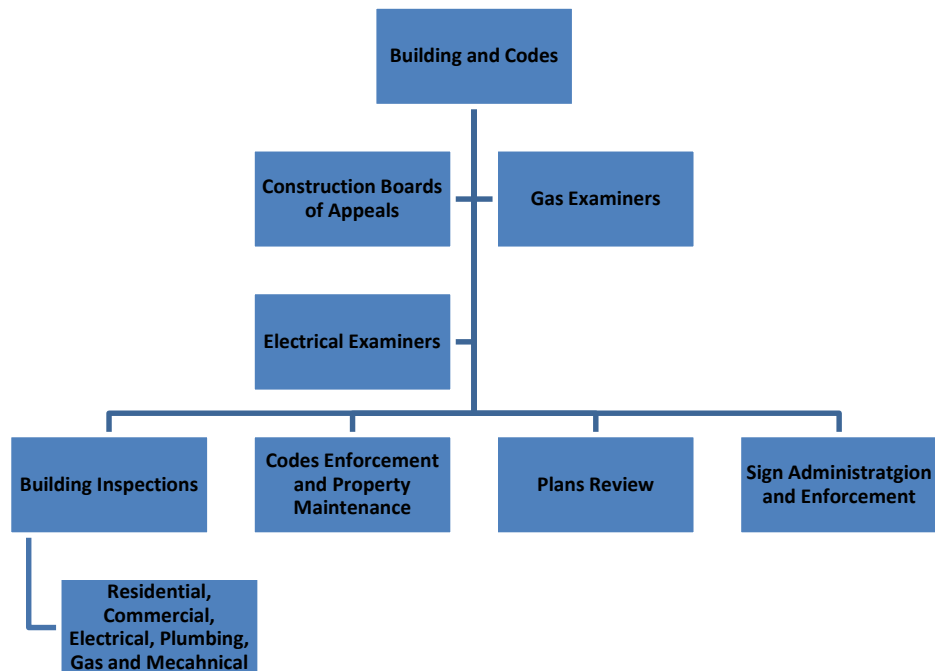
The Building and Codes Department ensures the health and safety of Murfreesboro residents through the consistent application of adopted building codes, inspections of new and renovated structures and property maintenance standards. The department oversees all residential and commercial construction beginning with the review of plans, through onsite inspections to the issuance of a certificate of occupancy for the safe use and habitation of the structure. The department is also charged with the enforcement of the City's sign ordinance and assists the Community Development program with inspection on the repair and replacement of affordable homes.

The Department has experienced a small decrease in expected permit revenue for the FY 2015 budget year. The Department budgeted gross revenues were \$2,157,000 due to the increase in construction activity the previous budget year. The Department proposed estimated revenue for this fiscal year will be \$1,968,000 a decrease of \$189,620.

Although new construction permits have leveled off this fiscal year, additions and renovations have increased causing an increase in the total number of permits issued from 7,809 for FY 2014 to 8,578 permits for FY 2015.

We have two Office Coordinators that will be retiring, one in July 2015 and the other in August of 2015. We have started the process of replacing these two employees and are asking to keep our part time Administrative Support Specialist position in our budget for the FY 2016 budget year.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Proper enforcement of building codes to ensure safe structures for homes, commercial business and industry
- Proper enforcement of neighborhood maintenance codes to provide high standards for homeowners and residents

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Support the development and construction industries with consistent, predictable information in the regulation of new construction and renovations

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Complete plans review in a prompt and efficient manner and provide comments in a timely manner
- Conduct inspections in a fair, equitable and just manner
- Provide credit card payment options
- E-mail quarterly frequently asked code question and answer information to contractors

ENGAGING OUR COMMUNITY

- Continue the attendance of Association meetings such as the Property Managers Association to get feedback on property maintenance issues
- Maintain membership and attend the Rutherford County Homebuilders Association meetings
- Conduct stakeholders meetings to engage the public and receive feedback prior to proposing changes to the sign ordinance
- Conduct public hearings for proposed sign ordinance changes
- Become members of the American Association of Code Enforcement

FY 2015 ACCOMPLISHMENTS

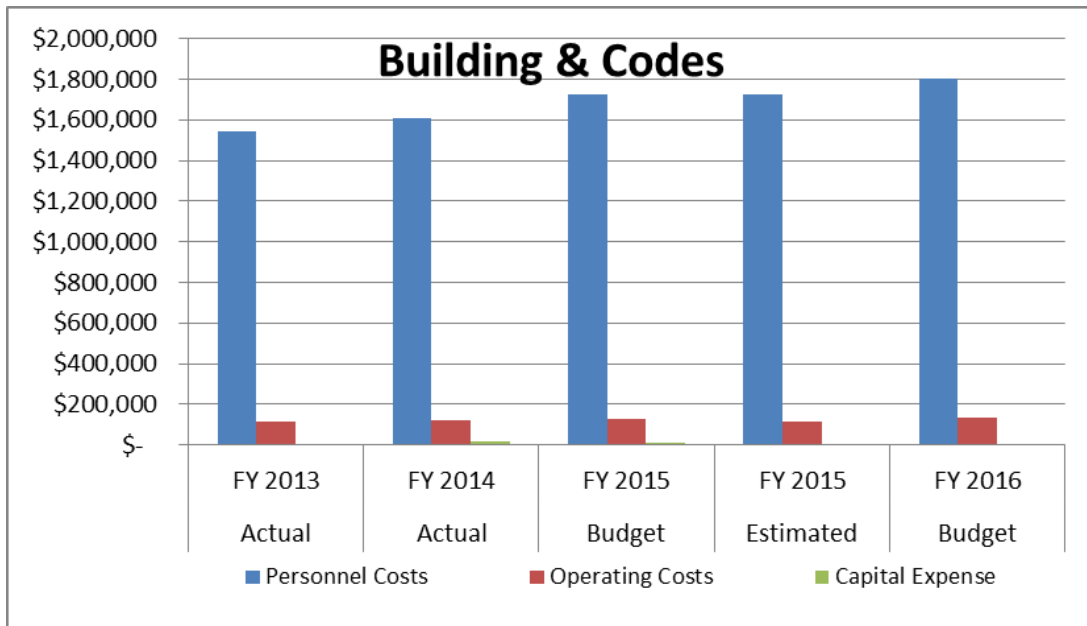
- Begin design phase of brining City Owned Buildings into compliance with ADA
- Assisted contractor's in transitioning to the new 2012 Building Codes
- Held Stakeholders meeting for Phase II of sign changes
- Adoption of Phase II of Sign Ordinance changes
- Worked with Chamber of Commerce in recruiting new industries

FY 2016 DEPARTMENT GOALS

- Begin Phase III of updating and modifying the Sign Ordinance
- Make Social Media a more prominent tool for informing the construction industry of new policies, procedures and code information
- Bid out ADA upgrades to City owned buildings

EXPENDITURE SUMMARY

	Building & Codes				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 1,544,728	\$ 1,610,165	\$ 1,727,331	\$ 1,727,511	\$ 1,799,710
Operating Costs	\$ 116,356	\$ 119,805	\$ 129,961	\$ 118,300	\$ 132,984
Capital Expense	\$ 2,396	\$ 17,167	\$ 13,200	\$ 6,850	\$ 3,000
Total Building & Codes	\$ 1,663,480	\$ 1,747,137	\$ 1,870,492	\$ 1,852,661	\$ 1,935,694



HUMAN RESOURCES SUMMARY

Building and Codes				
	Actual FY 2013	Actual FY 2014	Estimated FY 2015	Proposed FY 2016
Job Description				
Director	1	1	1	1
Deputy Director	1	1	1	1
Codes Inspector	8	8	7	7
Plans Examiner	1	1	2	2
Department Coordinator	2	2	2	2
Electrical Inspector	2	3	3	3
Sign Administrator	1	1	1	1
Administrative Support Specialist	5	5	5	5
Full-Time Positions	21	22	22	22
Electrical Inspector	1	1	0	0
Administrative Support Specialist	0	0	1	1
Part-Time Positions	1	1	1	1
Total Building and Codes Allocation	22	23	23	23

	2015-2016 BUDGET YEAR					
	BUILDING & CODES DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
PERSONNEL COSTS						
SALARIES & WAGES					1,242,805	
LONGEVITY					16,980	
PART-TIME					18,876	
TOTAL SALARIES & WAGES	1,102,694	1,163,229	1,233,532	1,233,532	1,278,661	45,129
SOCIAL SECURITY	79,878	84,863	94,365	94,365	97,818	3,453
MEDICAL - DENTAL	222,599	227,383	243,263	243,263	278,433	35,170
PENSION PLAN	116,593	115,994	123,564	123,465	112,840	(10,724)
RETIREMENT (401A)	6,098	10,647	9,885	9,885	13,681	3,796
LIFE INSURANCE/LTD	7,491	8,049	7,912	7,912	7,912	0
WORKERS' COMPENSATION	9,375	0	14,810	15,089	10,365	(4,445)
TOTAL PERSONNEL COSTS	1,544,728	1,610,165	1,727,331	1,727,511	1,799,710	72,379
OPERATION AND MAINTENANCE						
OFFICE EQUIPMENT	7,750	10,890	9,500	10,000	9,500	0
	7,750	10,890	9,500	10,000	9,500	0
SUPPLIES						
POSTAGE	4,812	5,660	5,500	5,000	5,500	0
OFFICE	15,464	13,971	16,000	15,500	16,000	0
ADVERTISING	320	225	750	130	500	(250)
CLOTHING	476	986	1,500	750	1,500	0
FIELD	505	546	750	500	750	0
FUEL			12,000	0	0	(12,000)
	21,577	21,388	36,500	21,880	24,250	(12,250)
INSURANCE						
AUTOMOBILE	344	234	4,161	234	234	(3,927)
	344	234	4,161	234	234	(3,927)
UTILITY SERVICE						
TELEPHONE	3,254	3,473	3,500	3,500	3,500	0
CELLULAR TELEPHONE	9,472	9,123	12,000	16,000	16,000	4,000
	12,726	12,596	15,500	19,500	19,500	4,000
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	64,769	65,458	49,800	56,000	65,000	15,200
MEALS DURING MEETINGS	901	612	1,000	750	1,000	0
	65,670	66,070	50,800	56,750	66,000	15,200
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	1,989	2,326	2,500	2,400	2,500	0
TRAINING PERSONNEL	6,268	6,301	8,500	7,000	8,500	0
COMPUTER SOFTWARE	0		2,000	0	2,000	0
OTHER MISCELLANEOUS	32	0	500	536	500	0
	8,289	8,627	13,500	9,936	13,500	0
OPERATING BUDGET	1,661,084	1,729,970	1,857,292	1,845,811	1,932,694	75,402
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					3,000	
	2,396	17,167	13,200	6,850	3,000	(10,200)
TOTAL BUILDING DEPARTMENT	1,663,480	1,747,137	1,870,492	1,852,661	1,935,694	65,202



PLANNING

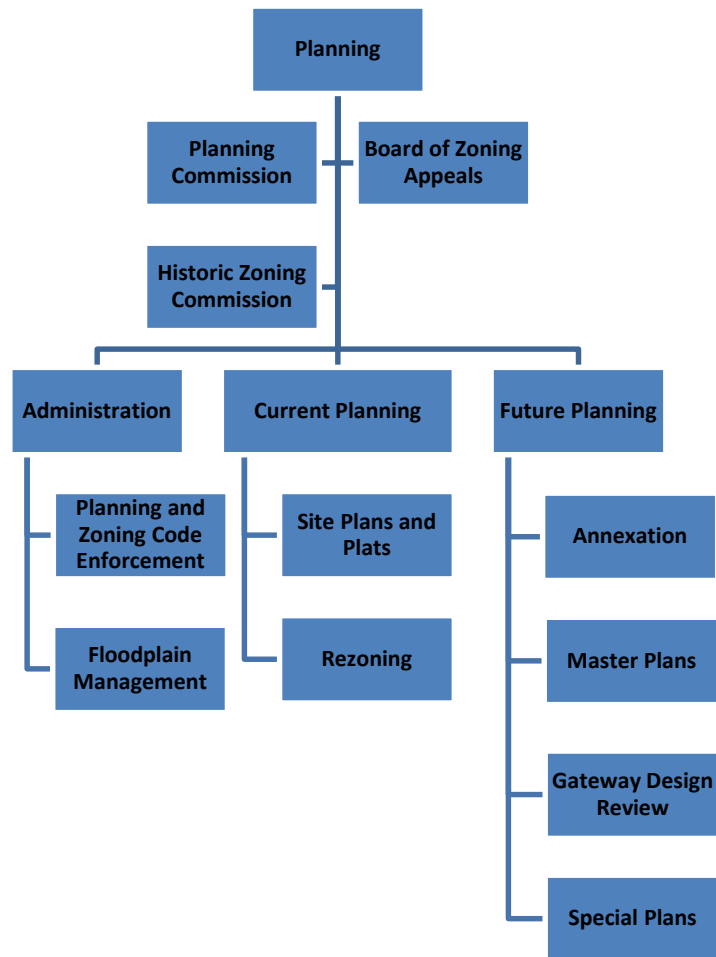
DEPARTMENT SUMMARY

One of the key goals for the Planning Department in FY 2015-16, is to focus on allowing the public and private sector as partners in the development of our City to reduce development cost by providing delivery of services in a timely manner; which, includes exemplary customer services.

The Planning Department is charged with coordinating the physical development of the community and managing long-term growth to create a well-designed, high quality community. This is accomplished through effective planning, zoning, plan review and ordinance enforcement activities to preserve and enhance the quality of life for all residents and guests of Murfreesboro.

The Planning section also serves as staff and prepares recommendations for the Planning Commission, Board of Zoning Appeals and the Historic Zoning Commission.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Manage long-term growth to create a well-designed, high quality community
- Maintain and implement the land use plans for the Blackman area, New Salem Highway area and Maney Avenue
- Maintain and implement subdivision regulations to create well-designed public infrastructure
- Coordinate implementation of Gateway Streetscape Master Plan
- Coordinate development plans to anticipate a high level of service delivery
- Properly name streets and number properties for effective service delivery and emergency response
- Assist in compliance with the City's Flood Insurance Program

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Focus on long range planning to provide adequate, properly zoned land for development
- Develop master plans for transportation and utilities
- Keep subdivision and other development regulations current and at high standards
- Analyze development impacts for possible influence on projects in the CIP
- Enforce zoning regulations to maintain the community as an attractive place to live and invest
- Provide assistance with the City's participation in the National flood Insurance Program (NFIP) to make low cost flood insurance available throughout the community.

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Provide prompt review of applications for permits and development plans
- Conduct neighborhood meetings to receive citizen input on all major projects
- Ensure prompt review of construction plans, including excellent communication with developers and builders
- Provide notice of public meetings
- Provide access to City's GIS at front counter of Planning Department to assist public in accessing information and to expedite permit approvals
- Discuss development plans and zoning applications with interested citizens, property owners, builders, and developers
- Attend meetings of civic and educational organizations as featured speakers
- Provide information regarding Flood Insurance Program to interested citizens and property owners

ENGAGING OUR COMMUNITY

- Conduct neighborhood meetings for major zoning and annexation applications
- Conduct public hearings with notification to the public for each
- Provide direct assistance to visitors to the department
- Make GIS applications more available to the public who are visiting the Planning Office for assistance
- Welcome new City residents in annexed areas using a variety of means including social media
- Held a neighborhood meeting for the Gateway Overlay District to discuss proposed amendments to the regulations
- Utilize social media for public notification and for public participation in Planning related projects
- Attend meetings of civic and educational organizations as featured speakers

FY 2015 ACCOMPLISHMENTS

- Review approximately 197 preliminary and final plats, 156 site plans and 65 rezoning applications
- Actively solicit input from stake holders within the development community
- Review 2,350 new commercial, residential, multi-family permits and commercial, residential remodeling permit's prior to issuance

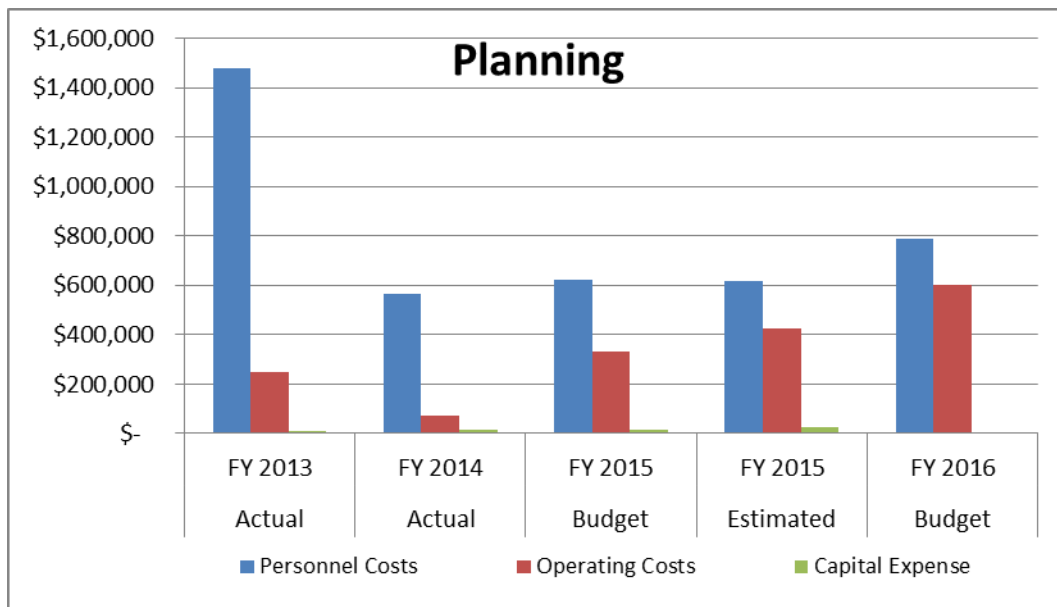
- Provide input and staff support with the Gateway Design Review Committee
- Coordinated the review of M-TEK and Fountains at Gateway project
- Initiated several Zoning Ordinance amendments to help streamline the development review process
- Provide support to Murfreesboro 2035 consultants
- Continue to implement the City Core Overlay
- Prepare minutes for all public meetings
- Complete all required training
- Assist approximate 5,855 visitors to Planning & Engineering Department

FY 2016 DEPARTMENT GOALS

- To review the development process and identify areas which can be improved and implement changes
- Provide quality plan review in a timely manner
- Work with the development community to open dialog between design professional and staff.
- Review the zoning ordinance to identify areas which could be revised to streamline the development process
- Update the City's web site to be more user friendly
- Manage the Board of Zoning Appeal, Planning Commission and Historic Zoning.
- Attend neighborhood meeting and provide information to the public regarding annexation and rezoning of property
- Assist the Engineer Department in complying with the cities Flood Insurance Program

EXPENDITURE SUMMARY

	Planning				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 1,480,123	\$ 564,322	\$ 619,860	\$ 617,334	\$ 787,513
Operating Costs	\$ 248,033	\$ 70,111	\$ 332,200	\$ 426,388	\$ 600,500
Capital Expense	\$ 7,582	\$ 13,096	\$ 14,100	\$ 26,900	\$ 3,000
Total Planning & Engineering	\$ 1,735,738	\$ 647,529	\$ 966,160	\$ 1,070,622	\$ 1,391,013
In FY14 the Engineering Department was moved out of Planning and combined with the Street Department.					



HUMAN RESOURCES SUMMARY

	Planning			
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
Planning Commission	7	7	7	7
Board of Zoning Appeals	5	5	5	5
	12	12	12	12
Planning Director	1	1	1	1
Principal Planner	2	2	2	2
Planner	1	2	3	3
Administrative Support Specialist	2	2	2	2
Total Planning Allocation	6	7	8	8

	2015-2016 BUDGET YEAR					
	PLANNING DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
PERSONNEL COSTS**						
SALARIES & WAGES					595,358	
LONGEVITY					3,660	
OVERTIME						
TOTAL SALARIES & WAGES	1,080,074	427,450	458,252	458,252	599,018	140,766
SOCIAL SECURITY	77,927	31,924	35,056	35,056	45,825	10,769
MEDICAL - DENTAL	176,672	54,049	64,751	64,751	88,023	23,272
PENSION PLAN	121,352	44,711	46,428	46,428	34,844	(11,584)
EMPLOYEE RETIREMENT (401A MATCH)		1,380	2,300	2,300	9,147	6,847
LIFE INSURANCE/LTD	7,137	2,792	3,575	3,575	3,575	0
WORKERS' COMPENSATION	16,961	2,016	9,498	6,972	7,081	(2,417)
TOTAL PERSONNEL COSTS	1,480,123	564,322	619,860	617,334	787,513	167,653
OPERATION AND MAINTENANCE						
OFFICE EQUIPMENT	4,419	3,034	7,000	7,000	7,000	0
BUILDINGS	280	0				0
	4,699	3,034	7,000	7,000	7,000	0
SUPPLIES						
POSTAGE	6,171	5,663	8,000	6,000	6,000	(2,000)
OFFICE	11,785	10,846	12,000	8,800	11,000	(1,000)
NEWSPAPERS-MAGAZINES	403	232	900	500	900	0
ADVERTISING	27,275	28,337	25,000	25,000	27,000	2,000
EMPLOYEE SUPPLIES	60	0				
JANITORIAL	194	0				
ENGINEERING	540	0				
CLOTHING	880	41				
	47,308	45,119	45,900	40,300	44,900	(1,000)
UTILITY SERVICE						
ELECTRIC	1,559	0	1,750	1,750	1,750	0
WATER & SEWER	75	0				
TELEPHONE	2,554	1,272	1,650	1,650	1,650	0
CELLULAR TELEPHONE	8,861	2,811	3,800	3,800	3,800	0
	13,049	4,083	7,200	7,200	7,200	0
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	40,283	5,092	8,000	6,000	8,000	0
MEALS DURING MEETINGS	2,055	1,495	2,400	2,400	2,400	0
	42,338	6,587	10,400	8,400	10,400	0
CONTRACTUAL SERVICES						
SAMPLING AND TESTING	49,847					
LANDFILL GAS MANAGEMENT	49,126					
	98,973	0	0	0	0	0
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	4,125	1,629	4,200	1,400	2,500	(1,700)
SURVEYS & STUDIES	28,408	120	250,000	350,000	517,000	267,000
TRAINING PERSONNEL	7,187	3,925	4,000	4,000	4,000	0
COMPUTER SOFTWARE	90	0	1,500	1,500	1,500	0
OTHER MISCELLANEOUS	1,856	5,614	2,000	6,588	6,000	4,000
	41,666	11,288	261,700	363,488	531,000	269,300
OPERATING BUDGET	1,728,156	634,433	952,060	1,043,722	1,388,013	435,953
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					3,000	
	7,582	13,096	14,100	26,900	3,000	(11,100)
TOTAL PLANNING	1,735,738	647,529	966,160	1,070,622	1,391,013	424,853
NOTE: EFFECTIVE FY 2014, PLANNING & ENGINEERING ARE NOW ACCOUNTED FOR SEPARATELY.						



TRANSPORTATION

DEPARTMENT SUMMARY

The Transportation Department budget includes funding for the operation and maintenance of traditional roadway elements under the traffic section as well as public transportation services under the public transportation section (Rover).

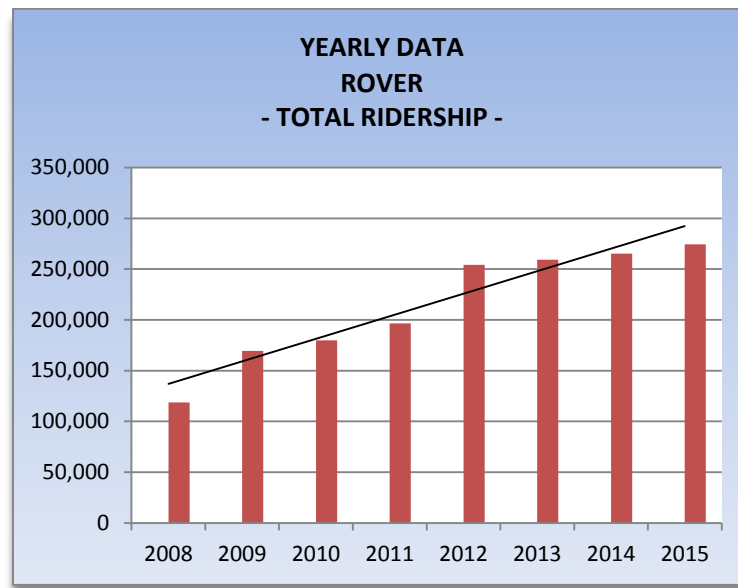
The Transportation Department is committed to providing adequate transportation facilities through the combined effort of maximizing the efficiency of the existing roadway system coupled with the construction of new roadways needed to accommodate the City's ever growing population.

The City currently operates and maintains one hundred and forty one (141) signalized intersections. Over the last eleven years (2003-2014) the City has installed forty nine (49) new traffic signals for an average of approximately 4.1 locations per year. Of the one hundred and forty one signalized locations, eighty (83) signalized intersections or approximately 59% are interconnected and accessible from the City's Traffic Operations Center located at City Hall. The inclusion of an on-street CCTV camera system with 32 individual cameras coupled with the interconnection of the traffic signals, primarily along the arterial portion of the City's roadway system, provides the ability to remotely identify traffic problems, make signal timing modifications, and view the operational results of the timing changes.

The Department is additionally committed to providing the community with public transportation options through both City-operated and contracted public transportation services.

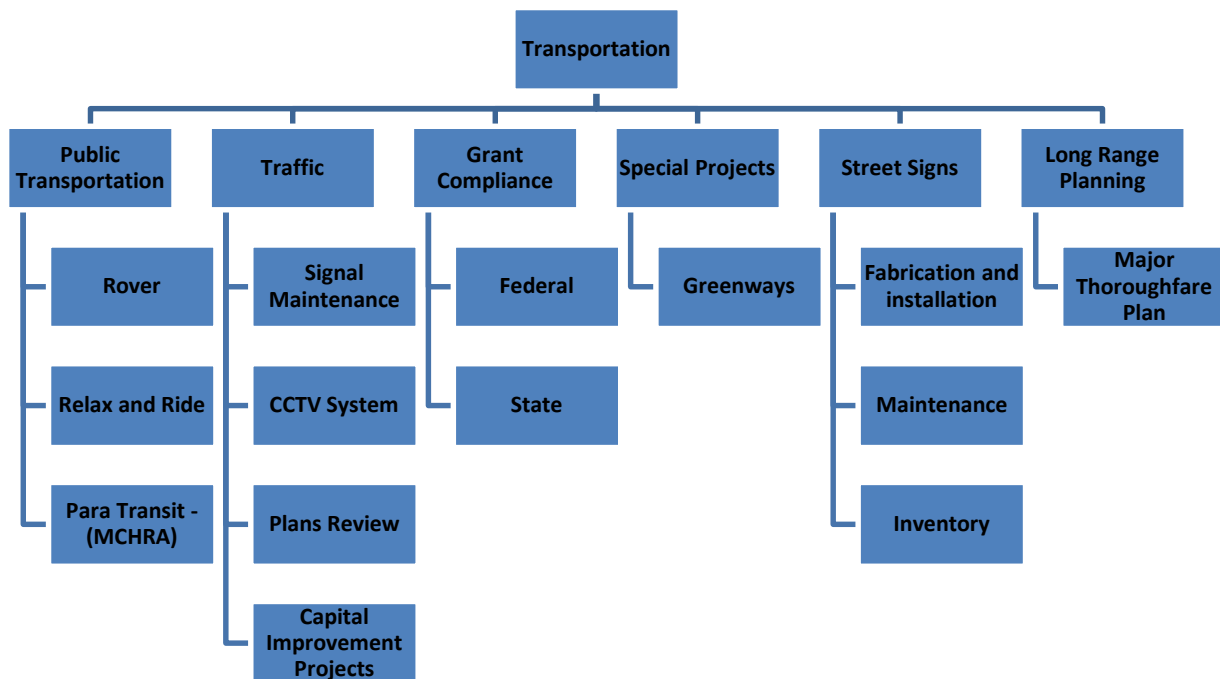
The City's local Rover system consists of seven fixed routes operating throughout Murfreesboro. The system is supplemented by contracted services through Mid Cumberland Human Resource Agency (MCHRA). In addition to the local system, the City also contracts with the Regional Transportation Authority (RTA) to provide public transportation services between Murfreesboro and Nashville. This same system also includes connections to Smyrna and LaVergne. Beginning on October 1, 2012, the regional system was expanded from 16 trips per day to 31 trips per day under a three year demonstration grant.

Public transportation operations funding for local and regional transportation services is shared between the Federal Transportation Administration, Tennessee Department of Transportation, and the City of Murfreesboro. Operations funding is generally split on a 50% federal, 25% state and 25% local cost basis. Capital funding is generally split on an 80% federal, 10% state, and 10% local cost basis. Some capital items, such as the new buses recently purchased are split on an 83% federal, 8.5% state, and 8.5% local cost basis.



* FY 2015 IS PROJECTED RIDERSHIP

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Provide transportation service on fixed routes five days per week
- Plan for future roadways and other transportation facilities as growth determines

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Work with federal and state transportation agencies to obtain planning, construction, operations and maintenance funding
- Work with Rutherford County and other county jurisdictions to obtain cost sharing for mutually beneficial projects
- Monitor revenue and expenditures and recommend appropriate adjustments

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Receive and investigate complaints and work to provide resolution of citizen concerns
- Work with Murfreesboro Police Department in order to identify potential road design solutions for problem areas
- Achieved one hundred percent staff participation in Service Excellence training

ENGAGING OUR COMMUNITY

- Participate in public meetings related to planned roadway projects
- Conduct transit training and promotion at public meetings and events

FY 2015 ACCOMPLISHMENTS

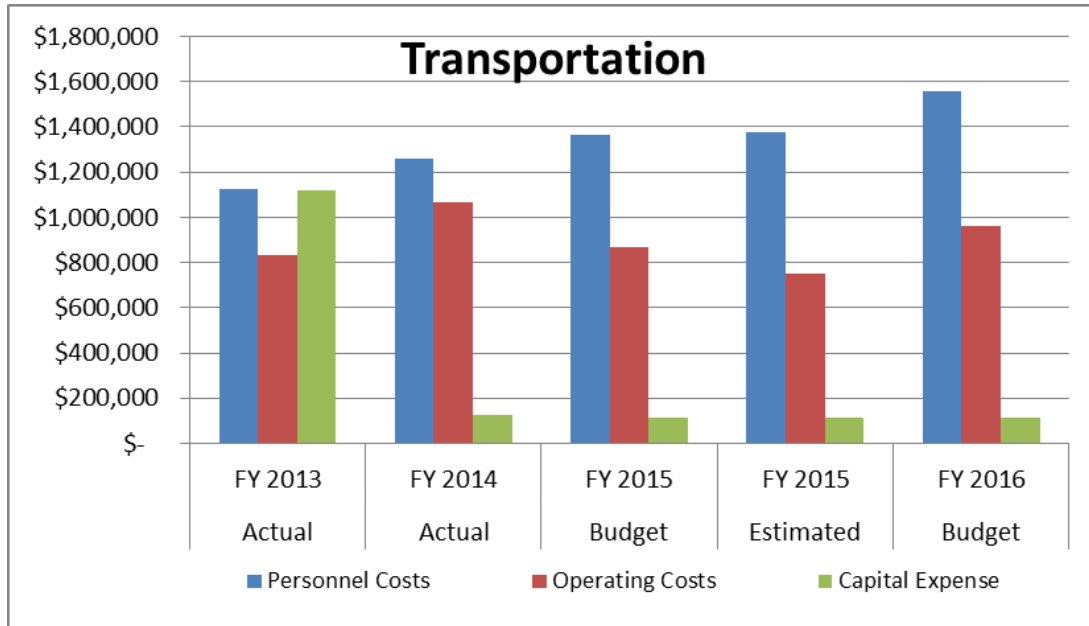
- Modified system wide operations to move Rover from 30 minute to 45 minute trip times
- Near completion of environmental study for new transit center
- Replaced 16 signalized intersections with incandescent bulbs to LED bulbs
- Retrofitted and/or installed 9 new pedestrian signal indications at signalized intersections
- Began Major Thoroughfare Plan update as part of 2035 Comprehensive Plan

FY 2016 DEPARTMENT GOALS

- Continue replacement of incandescent bulbs with LED's at signalized intersections
- Continue to retrofit existing signalized intersections with pedestrian signals
- Conduct construction bid letting for Stones River Greenway Extension phases 4A & B
- Complete environmental study and begin final design phase for new transit center

EXPENDITURE SUMMARY

	Transportation				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 1,125,024	\$ 1,259,964	\$ 1,361,605	\$ 1,374,546	\$ 1,554,686
Operating Costs	\$ 834,601	\$ 1,068,409	\$ 865,305	\$ 750,072	\$ 961,235
Capital Expense	\$ 1,118,884	\$ 126,628	\$ 115,791	\$ 115,791	\$ 116,917
Total Transportation	\$ 3,078,509	\$ 2,455,001	\$ 2,342,701	\$ 2,240,409	\$ 2,632,838



HUMAN RESOURCES SUMMARY

Transportation Department				
	Actual FY 2013	Actual FY 2014	Estimated FY 2015	Proposed FY 2016
Job Description				
Transportation Director	1	1	1	1
Assistant Transportation Director	0	0	0	1
Public Transportation				
Assistant Transportation Director	1	1	1	1
Operations Manager	1	1	1	1
Operations Supervisor	1	1	1	1
Secretary/Receptionist	1	1	1	1
Transit Operator (Full time)	7	7	7	7
Traffic				
Traffic Engineer	1	1	1	1
Sign Technician *		2	2	2
Traffic Signal Technician	3	3	3	3
Full-Time Positions	16	18	18	19
Transit Operator (Part time)	9	9	9	9
Traffic Administrative Support Specialist (Part time)	0	0	1	1
Part-Time Positions	9	9	10	10
Total Transportation Allocation	25	27	28	29
<i>*This position was moved from the Street Department beginning in FY 2014.</i>				

	2015-2016 BUDGET YEAR					
	TRANSPORTATION DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
PUBLIC TRANSIT EXPENDITURES						
PERSONNEL COSTS						
SALARIES & WAGES			555,632		632,003	
DIRECTOR SALARY - 50%			50,717		51,846	
OVERTIME			8,000		8,000	
LONGEVITY					2,820	
TOTAL SALARIES & WAGES	574,112	581,048	614,349	615,969	694,669	80,320
SOCIAL SECURITY	42,071	43,004	43,118	47,122	49,176	6,058
MEDICAL - DENTAL	90,444	96,669	104,089	104,089	117,749	13,660
PENSION PLAN	38,798	34,879	30,587	30,587	28,080	(2,507)
RETIREMENT (401A)	5,766	5,468	8,814	8,814	10,719	1,905
LIFE INSURANCE	2,779	2,766	2,872	2,872	2,872	0
WORKERS' COMPENSATION	13,542	864	1,319	1,116	2,276	957
TOTAL PERSONNEL COSTS	767,512	764,698	805,148	810,569	905,541	100,393
INSURANCE						
AUTOMOBILE - ROVER VANS	0		1,775	1,775	1,775	0
AUTOMOBILE - ROVER BUSES	17,826	47,710	40,411	43,493	46,972	6,561
	17,826	47,710	42,186	45,268	48,747	6,561
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY- FLEET - ROVER	191,449	54,926	50,601	87,126	123,944	73,343
VEHICLES & MACHINERY- ROVER	1110	6,275	3,100	4,750	4,750	1,650
BUS SHELTERS		2,204	900	100	500	(400)
OFFICE EQUIPMENT	36	0	300	300	300	0
BUILDINGS	18	1,851	0	0	0	0
	192,613	65,256	54,901	92,276	129,494	74,593
SUPPLIES						
POSTAGE	190	133	170	110	150	(20)
OFFICE	2,602	2,332	2,600	3,325	3,350	750
ADVERTISING	7,403	0	4,000	210	4,000	0
EMPLOYEE	543	383	800	630	800	0
JANITORIAL	537	460	700	605	700	0
BUS SUPPLIES	922	288	600	860	860	260
FUEL-ROVER	124,604	137,579	155,185	106,831	147,499	(7,686)
FARE SUPPLIES	11,137	6,866	8,000	7,500	8,000	0
CLOTHING	0	1,641	1,800	1,050	1,500	(300)
SAFETY SUPPLIES			100	100	100	0
MISCELLANEOUS SUPPLIES			200	200	200	0
	147,938	149,682	174,155	121,421	167,159	(6,996)
UTILITY SERVICE						
ELECTRIC	5,085	5,045	5,000	4,625	5,000	0
TELEPHONE	602	771	800	555	600	(200)
CELLULAR TELEPHONE	4,535	1,861	1,900	2,555	1,900	0
	10,222	7,677	7,700	7,735	7,500	(200)
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	1,920	2,164	2,000	1,150	1,300	(700)
OUT OF TOWN TRAVEL			500	500	500	0
	1,920	2,164	2,500	1,650	1,800	(700)
CONTRACT SERVICES						
RELAX & RIDE (FEDERAL PORTION-5307)	13,652	12,280	50,508	50,508	75,052	24,544
RELAX & RIDE (STATE PORTION-5307)			25,254	25,254	37,527	12,273
RELAX & RIDE (LOCAL 5307)	42,605	64,711	6,313	6,313	9,382	3,069
RELAX & RIDE (LOCAL CMAQ)			6,350	6,350	0	(6,350)
MCHRA	87,859	86,719	88,000	85,000	85,000	(3,000)
	144,116	163,710	176,425	173,425	206,961	30,536

2015-2016 BUDGET YEAR						
TRANSPORTATION DEPARTMENT						
DESCRIPTIONS	2012/2013 ACTUAL	2013/2014 ACTUAL	2014/2015 BUDGET	2014/2015 ESTIMATE	2015/2016 BUDGET	INCREASE (DECREASE)
MISCELLANEOUS EXPENSE						
MARKETING	11,520	12,461	0	0	0	0
PLANNING			44,000	11,000	15,000	(29,000)
SOFTWARE	0		100	100	100	0
ASSOCIATION DUES	14,876	14,903	15,000	15,000	15,000	0
TRAINING	2,593	2,322	4,000	3,000	4,000	0
MPO MATCHING FUNDS - 1/2	6,797	6,797	6,798	6,798	6,798	0
DRUG & ALCOHOL TESTING			0	0	0	0
TRANSIT - ARRA	7,160	360,269	0	0	0	0
OTHER MISCELLANEOUS	1,983	0	200	200	200	0
CONSULTANT/PROF SERVICES			0	0	0	0
	44,929	396,752	70,098	36,098	41,098	(29,000)
PUBLIC TRANSIT OPERATING EXPENDITURES	1,327,076	1,597,649	1,333,113	1,288,442	1,508,300	175,187
TRAFFIC EXPENDITURES						
PERSONNEL COSTS						
SALARIES & WAGES					492,560	
LESS: 50% DIRECTOR SALARY - IN ROVER					(51,846)	
OVERTIME					685	
LONGEVITY					5,340	
TOTAL SALARIES & WAGES	257,130	347,139	376,375	381,840	446,739	70,364
SOCIAL SECURITY	18,934	25,053	32,672	32,672	38,142	5,470
MEDICAL - DENTAL	42,889	70,430	84,660	84,660	102,881	18,221
RETIREMENT	30,602	40,377	50,968	50,968	44,478	(6,490)
RETIREMENT (401A)				2,055	5,559	5,559
LIFE INSURANCE	2,136	2,595	2,468	2,468	2,468	0
WORKERS' COMPENSATION	5,821	9,672	9,314	9,314	8,878	(436)
TOTAL PERSONNEL COSTS	357,512	495,266	556,457	563,977	649,145	92,688
INSURANCE						
AUTOMOBILE - TRAFFIC	1,821	3,478	3,913	3,913	3,822	(91)
	1,821	3,478	3,913	3,913	3,822	(91)
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	1,095	4,192	7,376	4,705	5,156	(2,220)
VEHICLES & MACHINERY	4,653	1,218	2,500	1,000	2,500	0
OFFICE EQUIPMENT	113	370	500	2,000	2,000	1,500
TRAFFIC SIGNALS	174,469	133,701	200,000	140,000	223,200	23,200
STREET LIGHTS	57,924	25,378	45,000	40,000	45,000	0
	238,254	164,859	255,376	187,705	277,856	22,480
MATERIAL						
TRAFFIC CONTROL DEVICES		31,067	33,500	39,750	35,000	1,500
		31,067	33,500	39,750	35,000	1,500
SUPPLIES						
POSTAGE	49	33	40	25	40	0
OFFICE	687	2,112	1,300	1,350	1,400	100
NEWSPAPERS-MAGAZINES	0	277	200	200	200	0
ADVERTISING	55	0	200	250	250	50
FUEL	3,516	7,647	9,713	6,533	10,085	372
HAND TOOLS & HARDWARE			500	600	600	100
CLOTHING	341	669	475	800	800	325
SAFETY SUPPLIES			300	150	150	(150)
MISCELLANEOUS SUPPLIES			500	200	250	(250)
	4,648	10,738	13,228	10,108	13,775	547
UTILITY SERVICE						
ELECTRIC	1,780	1,510	1,600	1,900	2,000	400
WATER AND SEWER			225	225	225	0
CELLULAR TELEPHONE	4,086	4,432	4,700	7,700	5,200	500
	5,866	5,942	6,525	9,825	7,425	900
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	3,590	2,640	2,500	3,200	3,200	700
	3,590	2,640	2,500	3,200	3,200	700

	2015-2016 BUDGET YEAR					
	TRANSPORTATION DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	1,269	1,479	1,200	1,600	1,600	400
TRAINING PERSONNEL	11,354	3,867	9,000	4,000	6,000	(3,000)
MPO MATCHING FUNDS - 1/2	6,797	6,797	6,798	6,798	6,798	0
SOFTWARE	1,349	1,578	4,800	4,800	2,500	(2,300)
OTHER MISCELLANEOUS	89	3,013	500	500	500	0
	20,858	16,734	22,298	17,698	17,398	(4,900)
TRAFFIC OPERATING EXPENDITURES	632,549	730,724	893,797	836,176	1,007,621	113,824
TOTAL TRANSPORTATION DEPARTMENT OPERATING BUDGET	1,959,625	2,328,373	2,226,910	2,124,618	2,515,921	289,011
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					2,000	
TRANSIT - SEE FUNDING BELOW					114,917	114,917
	1,118,884	126,628	115,791	115,791	116,917	1,126
TOTAL TRANSPORTATION DEPARTMENT	3,078,509	2,455,001	2,342,701	2,240,409	2,632,838	290,137
ADDITIONAL FIXED ASSET DETAILS					2015/2016	
2015/2016		FEDERAL	STATE	LOCAL	TOTAL	
MISC SUPPORT EQUIPMENT-TRANSIT		20,000	2,500	2,500	25,000	
TRANSIT FACILITY PE & DESIGN		71,933	8,992	8,992	89,917	
		91,933	11,492	11,492	114,917	
NOTE: LOCAL PORTION OF TRANSIT FACILITY DESIGN BEING PAID FROM TML LOAN.						



ENGINEERING

ENGINEERING DIVISION

The mission of the Engineering Division is to provide adequate, safe and quality infrastructure for the citizens of Murfreesboro by utilizing the skills of the department's employees in the design, review, construction and inspection of all private and public developments and capital improvement projects.

The Engineering Department is responsible for Road Projects that were previously reported in the Capital Improvement Fund. These projects are managed by the City Engineer and his staff and are better reported in this department. The grant funded portion of road projects is included in the Engineering Department's budget. For FY 2016, the fund is budgeted for the following capital projects

- The improvements to Middle Tennessee Boulevard between Main Street and Greenland Avenue will be entering the construction phase. Approximately \$1.6 million of grant funded expenditures is budgeted for FY 2016 for construction from this department, with the City's local share budgeted in the TMBF/Loan Fund. The City anticipates receiving 80% of the project costs in Federal transportation dollars. Construction is expected to last two and a half years.
- The extension of Cherry Lane is designed as a five-lane connector between State Route 840 and Memorial Boulevard (US 231) and includes an interchange at State Route 840. Total costs of the project over the next five years are \$29,915,000, of which \$25,263,000 is local funding from bond proceeds or current City funds. For FY 2016, \$1,000,000 in federally funded expenditures is budgeted for right-of-way expenditures. The local City share is budgeted in the TMBF/Bond Fund.
- Bradyville Pike (State Route 99) is planned for a 2.1 mile widening project, improving the current two lane profile to a three lane section with sidewalks, and bike lanes. Total cost of the project is estimated at \$7,378,400, of which the City's contribution is only \$366,880. For FY 2016, \$240,000 is included in the budget as the federal share for right-of-way acquisition. The local match is included in the TMBF/Bond Fund.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Provide adequate and safe infrastructure
- Continue to enhance the city's sidewalks and bicycle route systems
- Manage encroachments in easements to prevent drainage problems
- Receive drainage requests and recommend improvements based on priority
- Review all residential permit applications for drainage and FEMA issues

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Provide coordination on the City's Capital Improvement Program
- Design and provide project management and construction inspection as necessary to lower total cost of the Capital Improvement Program
- Improvement of capital project management through use of staff-developed monitoring software

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Ensure prompt review of construction plans, including excellent communication with developers, builders, and their representatives.

ENGAGING OUR COMMUNITY

- Hold public meetings to receive community input on major projects
- Provide timely information to the public on ongoing construction projects through multiple sources including the local newspapers, CityTV, the City's website, social networks and social media sites
- Complete informational segments with CityTV on topics that impact residents such as obstructions in drainage ditches

FY 2015 ACCOMPLISHMENTS

- Construction inspection and management of Joe B. Jackson Parkway from I-24 to US 231 (Church Street). The project includes a 1300 ft long bridge which is the longest bridge in the city. The bridge extends over both the Stones River and CSX railroad and provides an alternative connection from Church Street and the residential areas over to I-24.
- Construction inspection and management for the last phase of the Veterans Parkway project from Barfield Road to Saint Andrews Drive. When completed, this project will complete the southwest loop route which consists of a 4-lane or 5-lane highway extending 10-1/2 miles from Burnt Knob Road to Church Street including an interchange at SR-840.
- Provided engineering review of all site plans, plats and annexation requests.
- Implemented and managed construction projects related to the storm water quality program.

- Processed over 300 fence applications which sometimes included site visits to review potential easement encroachments
- Provided review of over 800 lots for new home construction

FY 2016 DEPARTMENT GOALS

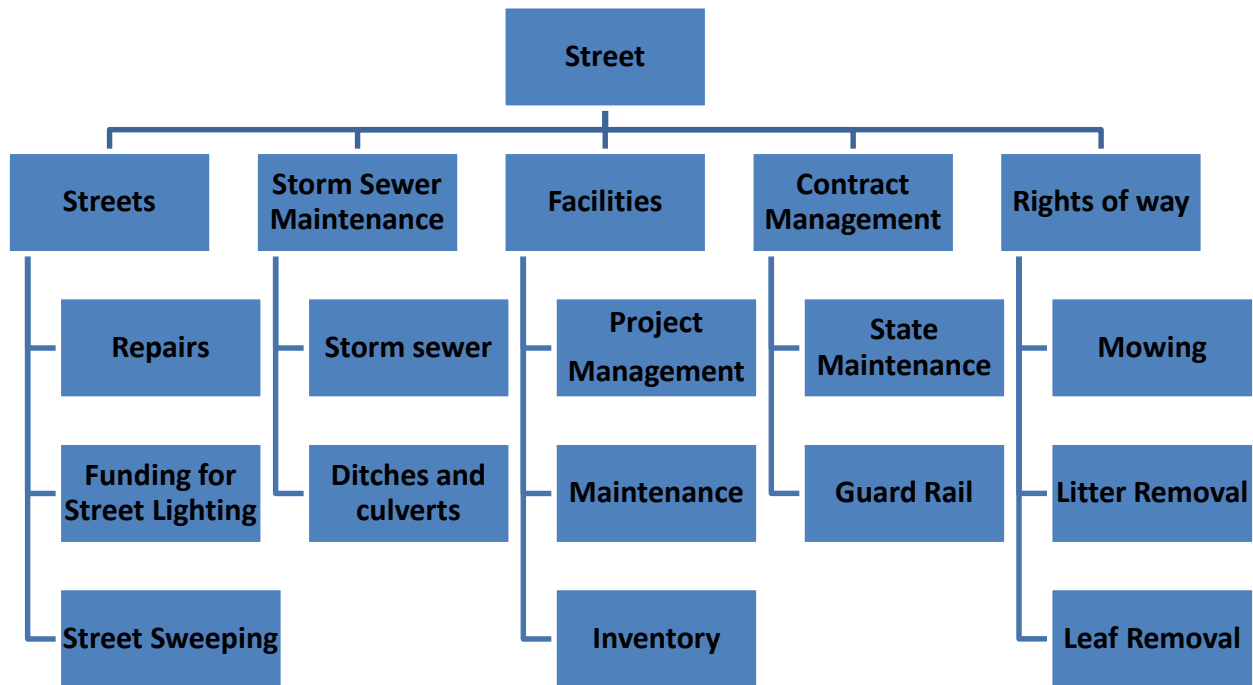
- Work to ensure post-design cost estimates are within 5% of project bids
- Ensure final cost of construction costs are within 5% of the original bid, less scope changes
- Process fence permits and conduct site visit within 2 business days of their submittal
- Process 95% of all construction permits on the same day they are submitted
- Provide construction inspection and management on Middle Tennessee Boulevard improvements from Main Street to Greenland Drive. This project will complete the Middle Tennessee Boulevard construction extending from New Salem Highway to Greenland Drive.
- Provide construction inspection and management on the relocation of Lytle Street, improvements to Wilkinson Pike and Phase 4 of the Stones River Greenway extension
- Provide engineering review of proposed capital improvement projects including Bradyville Pike, Cherry Lane extension and Maney Avenue Phase II



STREET DIVISION

The Street Division’s primary functions include the maintenance of streets, facilities, sidewalks, curbs, gutters and storm drainage systems with a focus on customer service. The Street Division is responsible for winter storm and catastrophic event response, mowing of right of ways and easements, repairs to street pavement, litter removal, street sweeping, and the maintenance of storm drainage systems. During the fall months, they are responsible for the collection and disposal of leaves.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Encourage pride in the appearance of Murfreesboro
- Maintain the usability of all City infrastructure in order to meet the expectations of our residents

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Reduce the cost of replacing and repairing costly infrastructure through timely and efficient maintenance
- Balance the use of contractual services with a full time staff in order to provide the necessary functions of the department

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Strive to exceed customer expectations in the provision of all services provided by the department
- Ensure all personnel have been trained in the City's customer service program

ENGAGING OUR COMMUNITY

- Utilize the City of Murfreesboro Facebook page to inform the public in regard to service dates and activities involving the department
- Participate in the development of programs such as the Citizens Academy to properly educate the public on the functions of the department

FY 2015 ACCOMPLISHMENTS

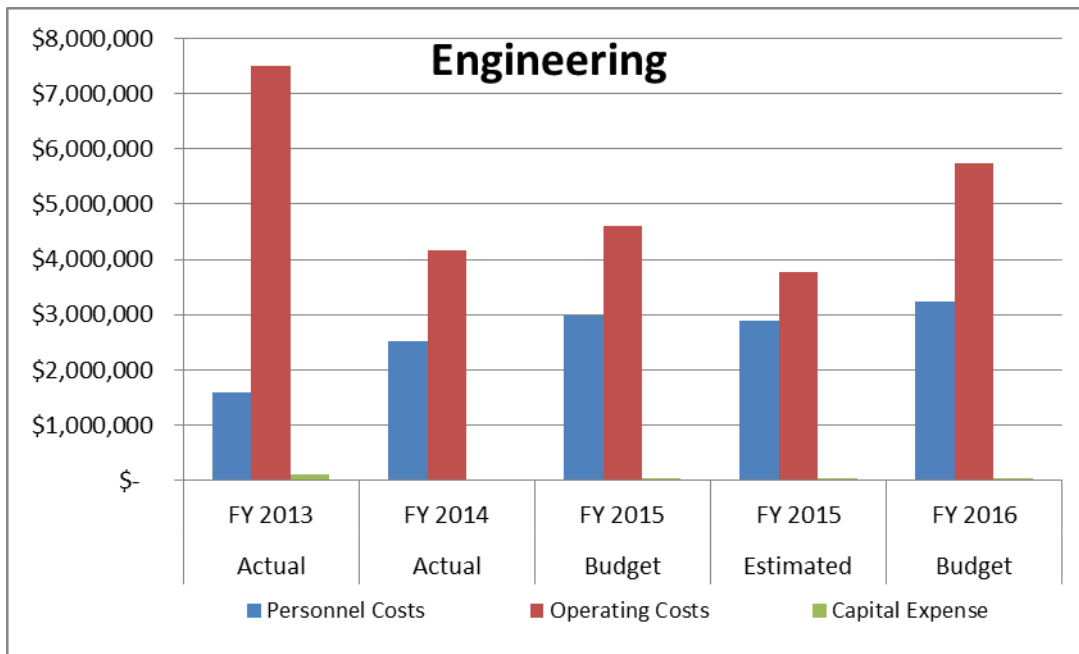
- Successfully completed over one hundred storm water projects
- Responded to three major winter storm events using over 1000 tons of salt
- Updated and implemented new Sweeper Routes, Litter Routes, and Tractor Mowing Routes
- Successfully repaired over 370 road failures
- Processed over 200 work orders through our work order system

FY 2016 DEPARTMENT GOALS

- Update State Maintenance Contract reflecting annexations
- Continue improving our Storm Water Program
- Implement new Facilities Maintenance Program
- Improve Employee Training in field related programs and customer service
- Implement new Brine system to help with snow and ice removal

EXPENDITURE SUMMARY

	Engineering				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 1,583,806	\$ 2,521,256	\$ 2,973,320	\$ 2,897,088	\$ 3,241,261
Operating Costs	\$ 7,489,155	\$ 4,157,031	\$ 4,613,054	\$ 3,766,035	\$ 5,735,019
Capital Expense	\$ 102,255	\$ 24,262	\$ 33,200	\$ 50,300	\$ 32,500
Total Engineering	\$ 9,175,216	\$ 6,702,549	\$ 7,619,574	\$ 6,713,423	\$ 9,008,780
In FY14 the Engineering Department was moved out of Planning and combined with the Street Department.					



HUMAN RESOURCES SUMMARY

Engineering Department				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
Engineering Section				
City Engineer	1	1	1	1
Environmental Engineer	1	1	1	1
Project Engineer	0	0	1	2
Engineer in Training	1	2	1	1
Project Coordinator	2	2	1	1
Senior Public Works Inspector	2	2	3	3
ROW Inspector/Safety Coordinantor	0	0	1	1
Public Works Inspector	3	3	4	4
Department Coordinator	0	1	1	1
Administrative Support Specialist	2	1	1	1
Street Section				
Director	1	0	0	0
Superintendent		1	1	1
Senior Public Works Inspector	1	1	**	**
Sign Technician	2	*	*	*
ROW Inspector/Safety Coordinantor	1	1	**	**
Public Works Crew Chief	3	3	3	3
Equipment Operator	5	5	5	6
Light Equipment Operator	9	9	9	9
Refuse/Custodial Crew Supervisor	2	2	2	2
Laborer (Full time)	3	3	6	6
Department Coordinator	1	0	0	0
Facilities Superintendent - Maintenance	0	0	1	1
Facilities Maintenance Worker	0	0	2	2
Full-Time Positions	40	38	44	46
Laborer (Part time)	0	0	7	7
Project Intern	0	0	0	1
Street Project Inspector	1	1	0	0
Part-Time Positions	1	1	7	8
Total Engineering Allocation	41	39	51	54
<i>*This position was moved into the Transportation Department beginning in FY 2014.</i>				
<i>**This position was moved into the Engineering Section beginning in FY 2015.</i>				

	2015-2016 BUDGET YEAR					
	ENGINEERING DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
ENGINEERING DIVISION						
PERSONNEL COSTS						
SALARIES & WAGES					996,375	
OVERTIME					80,000	
LONGEVITY					12,180	
TOTAL SALARIES & WAGES		754,738	778,257	778,257	1,088,555	310,298
SOCIAL SECURITY		54,157	56,630	59,537	83,274	26,644
MEDICAL - DENTAL		145,766	177,732	185,371	220,327	42,595
PENSION PLAN		73,308	76,626	76,626	97,655	21,029
RETIREMENT (401A)		919	5,029	5,029	10,186	5,157
LIFE INSURANCE/LTD		4,492	4,342	4,342	4,342	0
WORKERS' COMPENSATION		288	1,055	837	759	(296)
TOTAL PERSONNEL COSTS		1,033,668	1,099,671	1,109,999	1,505,098	405,427
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY			1,000	0	7,000	6,000
OFFICE EQUIPMENT		740	1,000	1,000	1,000	0
BUILDINGS		1,656		0	0	0
		2,396	2,000	1,000	8,000	6,000
SUPPLIES						
POSTAGE		180	500	250.00	500	0
OFFICE		5,678	5,000	3,500.00	5,000	0
NEWSPAPERS-MAGAZINES			0			0
ADVERTISING		395	4,000	500.00	3,000	(1,000)
ENGINEERING		1,535	2,000	2,000.00	2,000	0
CLOTHING		1,445	2,500	2,400.00	2,500	0
FUEL					14,000	14,000
JANITORIAL		36			500	500
		9,269	14,000	8,650	27,500	13,500
UTILITY SERVICE						
ELECTRIC		4,755	4,150	4,700	4,700	550
WATER AND SEWER		522	900	750	900	0
TELEPHONE		1,310	1,650	1,200	1,650	0
CELLULAR TELEPHONE		6,311	10,000	9,000	10,500	500
INTERNET			700	0	800	100
		12,898	17,400	15,650	18,550	1,150
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT		37,375	40,000	40,000.00	15,000	(25,000)
MEALS DURING MEETINGS		164	800	300.00	800	0
		37,539	40,800	40,300.00	15,800	(25,000)
CONTRACTUAL SERVICES						
SAMPLING AND TESTING		40,305	45,000	35,000.00	45,000	0
LANDFILL GAS MANAGEMENT		46,841	40,000	40,000.00	40,000	0
ROAD PROJECTS	5,157,100	1,497,069	1,871,200	956,000.00	2,840,000	968,800
	5,157,100	1,584,215	1,956,200	1,031,000	2,925,000	968,800

DESCRIPTIONS	2012/2013 ACTUAL	2013/2014 ACTUAL	2014/2015 BUDGET	2014/2015 ESTIMATE	2015/2016 BUDGET	INCREASE (DECREASE)
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES		2,031	1,500	700	1,500	0
SURVEYS & STUDIES		14,724	25,000	25,000	25,000	0
TRAINING PERSONNEL		599	4,750	1,000	4,750	0
COMPUTER SOFTWARE			1,500	1,000	1,500	0
OTHER MISCELLANEOUS		567	1,000	500	1,000	0
		17,921	33,750	28,200	33,750	0
OPERATING BUDGET	5,157,100	2,697,906	3,163,821	2,234,799	4,533,698	1,369,877
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					2,000	
		3,467	12,200	28,300	2,000	(10,200)
TOTAL ENGINEERING DIVISION	5,157,100	2,701,373	3,176,021	2,263,099	4,535,698	1,359,677
STREET DIVISION						
PERSONNEL COSTS						
SALARIES & WAGES					1,038,139	
PART-TIME					88,329	
OVERTIME					50,000	
LONGEVITY					19,740	
ALLOWANCE FOR MILITARY & VACANCIES					(27,660)	
TOTAL SALARIES & WAGES	1,086,624	1,021,207	1,265,859	1,265,859	1,168,548	(97,311)
SOCIAL SECURITY	78,949	73,689	96,838	96,838	89,394	(7,444)
MEDICAL - DENTAL	266,385	267,192	359,074	274,407	312,585	(46,489)
PENSION PLAN	120,150	113,438	122,622	122,622	95,967	(26,655)
RETIREMENT (401A)	664	1,683	10,788	10,788	12,959	2,171
LIFE INSURANCE/LTD	7,065	6,923	7,651	7,651	7,651	0
WORKERS' COMPENSATION	23,969	3,456	10,817	8,924	49,059	38,242
TOTAL PERSONNEL COSTS	1,583,806	1,487,588	1,873,649	1,787,089	1,736,163	(137,486)
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	207,672	219,369	222,976	215,396	221,117	(1,859)
VEHICLES & MACHINERY	47,395	39,928	60,000	55,000	60,000	0
RADIOS	4,441	678	1,250	1,000	1,250	0
OFFICE EQUIPMENT	846	820	1,500	700	1,500	0
EQUIPMENT RENTALS	1,267	1,563	2,500	3,800	4,000	1,500
BUILDINGS	15,105	11,018	15,000	10,000	15,000	0
	276,726	273,376	303,226	285,896	302,867	(359)
MATERIAL						
RIGHT OF WAY MAINTENANCE	20,983	66,972	40,000	58,000	50,000	10,000
TRAFFIC CONTROL DEVICES	34,495	571	1,500	1,000	1,500	0
STORM WATER				15,000	20,000	20,000
MISCELLANEOUS MATERIAL		265	1,000	0	500	(500)
	55,478	67,808	42,500	74,000	72,000	29,500
SUPPLIES						
POSTAGE	33	13	100	100	100	0
OFFICE	2,470	2,963	3,000	1,300	2,000	(1,000)
EMPLOYEE	3,787	3,720	4,000	4,000	4,500	500
JANITORIAL SUPPLIES	3,905	2,661	3,000	3,000	3,000	0
FUEL	114,439	120,162	142,237	116,733	161,848	19,611
CHEMICALS			50,000	92,000	47,000	(3,000)
HAND TOOL & HARDWARE	3,394	2,872	4,500	6,000	6,000	1,500
CLOTHING	5,643	9,184	8,500	12,800	15,000	6,500
MISCELLANEOUS SUPPLIES	140	167	500.00	100	500	0
	133,811	141,742	215,837	236,033	239,948	24,111

DESCRIPTIONS	2012/2013 ACTUAL	2013/2014 ACTUAL	2014/2015 BUDGET	2014/2015 ESTIMATE	2015/2016 BUDGET	INCREASE (DECREASE)
INSURANCE						
AUTOMOBILE	31,318	33,055	41,091	33,856	59,154	18,063
	31,318	33,055	41,091	33,856	59,154	18,063
UTILITY SERVICE						
ELECTRIC	17,265	16,376	19,000	18,000	18,000	(1,000)
WATER AND SEWER	8,559	8,341	9,800	8,000	8,500	(1,300)
GAS	2,692	9,996	12,000	8,000	10,000	(2,000)
TELEPHONE	1,169	1,181	2,000	1,200	1,500	(500)
CELLULAR PHONE	3,304	4,410	3,000	3,600	4,000	1,000
STREET LIGHTING	1,794,500	1,807,137	1,845,800	1,856,800	1,875,800	30,000
	1,827,489	1,847,441	1,891,600	1,895,600	1,917,800	26,200
CONTRACTUAL SERVICE						
GUARD RAIL					10,000	10,000
MAINTENANCE OF STATE ROUTES	5,229	127,470	50,000	113,000	100,000	50,000
	5,229	127,470	50,000	113,000	110,000	60,000
TRAVEL AND SUBSISTENCE						
MEAL DURING MEETINGS	323	1,124	1,000	1,000	1,000	0
	323	1,124	1,000	1,000	1,000	0
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	140		150	150	150	0
TRAINING PERSONNEL			2,000	1,200	2,000	0
COMPUTER SOFTWARE	1,215	229	500	0	500	0
OTHER MISCELLANEOUS	326	548	1,000	500	1,000	0
	1,681	777	3,650	1,850	3,650	0
OPERATING BUDGET	3,915,861	3,980,381	4,422,553	4,428,324	4,442,582	20,029
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					500	
REMODEL FRONT ENTRANCE					10,000	
SALT BARN REPAIRS					20,000	
	102,255	20,795	21,000	22,000	30,500	9,500
TOTAL STREET DIVISION	4,018,116	4,001,176	4,443,553	4,450,324	4,473,082	29,529
TOTAL ENGINEERING DEPARTMENT	9,175,216	6,702,549	7,619,574	6,713,423	9,008,780	1,389,207



STATE STREET AID DEPARTMENT

DEPARTMENT SUMMARY

The State Street Aid Department includes funding from the State of Tennessee Fuel Tax Allocation to the City. This allocation is based on population.

The Engineering Department oversees maintenance projects funded by this department.

The funding covers expenditures to maintain state streets located within the City limits. The largest expenditure is more than \$2 million for repaving of City streets.

ORGANIZATION CHART

The Engineering Department provides the staffing for the State Street Aid Department.

IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Assists in maintaining safe and drivable streets
- Repairs sidewalks, and curbs and gutters in need of repair

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Per capita distribution from State that helps offset the costs of street maintenance

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Receive and document service requests from the public regarding streets, sidewalks or drainage systems

ENGAGING OUR COMMUNITY

- Utilize the social media, CityTV, and the City's website to inform the public of expected and on-going projects

FY 2015 ACCOMPLISHMENTS

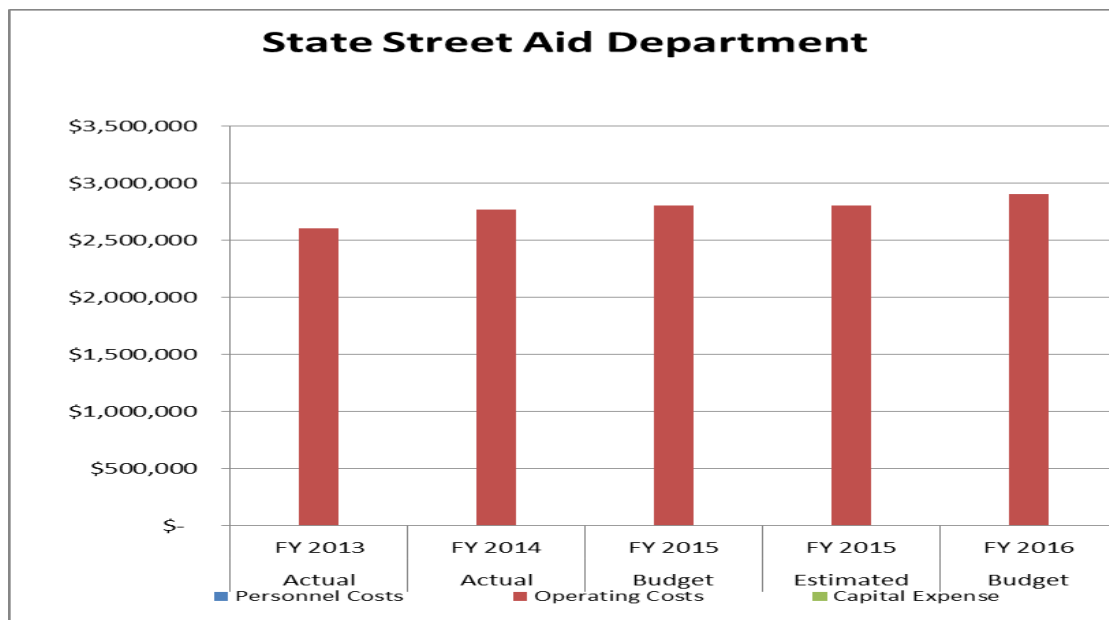
- Identify and schedule for pavement streets based on condition of the pavement

FY 2016 DEPARTMENT GOALS

- Maximize funding from State by following Census results
- Identify and schedule for pavement streets based on condition of the pavement

EXPENDITURE SUMMARY

	State Street Aid Department				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Costs	\$ 2,606,712	\$ 2,767,337	\$ 2,800,350	\$ 2,800,000	\$ 2,900,350
Capital Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Total State Street Aid Fund	\$ 2,606,712	\$ 2,767,337	\$ 2,800,350	\$ 2,800,000	\$ 2,900,350



HUMAN RESOURCES SUMMARY

None

	2015-2016 BUDGET YEAR					
	STATE STREET AID DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
EXPENDITURES						
OPERATIONS AND MAINTENANCE						
TRAFFIC SIGNALS	24,938	78,618	85,000	85,000	61,800	(23,200)
CURBS & GUTTERS	140,011	103,014	125,000	75,000	100,000	(25,000)
SIDEWALKS	124,438	44,686	50,000	100,000	75,000	25,000
INTERSECTION IMPROVEMENTS	23,817		50,000	50,000	50,000	0
STORM DRAINAGE	45,772					0
RIGHTS OF WAY	57,822	99,402	100,000	100,000	100,000	0
STREET MARKINGS	150,710	154,569	185,000	185,000	185,000	0
	567,508	480,289	595,000	595,000	571,800	(23,200)
CONTRACTUAL SERVICES						
STREET PAVING	1,874,247	2,117,940	2,000,000	2,000,000	2,123,200	123,200
STREET CONSTRUCTION	49,552	36,511	50,000	50,000	50,000	0
	1,923,799	2,154,451	2,050,000	2,050,000	2,173,200	123,200
UTILITY SERVICE						
STREET TRAFFIC LIGHTING	75,432	76,418	75,000	75,000	75,000	0
	75,432	76,418	75,000	75,000	75,000	0
MISCELLANEOUS EXPENSE						
SURVEYS & ENGINEERING	39,973	55,780	80,000	80,000	80,000	0
OTHER MISCELLANEOUS		399	350		350	0
	39,973	56,179	80,350	80,000	80,350	0
TOTAL STATE STREET AID FUND	2,606,712	2,767,337	2,800,350	2,800,000	2,900,350	100,000



GATEWAY DEPARTMENT

DEPARTMENT SUMMARY

The Gateway Department covers expenditures related to the Murfreesboro Gateway Project. The leadership of Murfreesboro saw an opportunity to spur development with the construction of a connector street (Medical Center Parkway) and the purchase of real estate to create new retail, hospitality, medical and office development along the new northern entrance corridor from Interstate-24 to the center of Murfreesboro. The Gateway Department was created as a mechanism to manage and report the financial activities related to the infrastructure and real estate expenditures and the offsetting land sales in the target area.

The project has proven to be a resounding success. Using 2012 property tax assessments, \$168,781,900 in private investment stemming from the City's Gateway Initiative has taken place. Developments include The Avenue retail area, Middle Tennessee Medical Center's medical office building, the Stonegate office development, The Oaks retail center and the Murfreesboro Medical Clinic in addition to over 60 smaller projects. These totals do not include the non-taxable investment of the new Middle Tennessee Medical Center (valued at \$256 million) or the 283 room Embassy Suite and its attached 80,000 square feet of convention space (covered by an In-Lieu-of Tax agreement).

The overall economic climate has slowed the pace of development in the Gateway district. The FY 2015 budget does not anticipate the sale of additional real estate by the City, and only minimal expenses to be incurred.

ORGANIZATION CHART

Staffing by members of the City Administration and Planning Departments is on an as needed basis.

IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- The continued development of high quality medical, retail and hospitality services has lowered the requirement of citizens and area residents having to travel to other communities to obtain the same caliber of services

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- The marketing of the Gateway Project through the websites of the City and Chamber of Commerce continue to attract outside interest in new development, improving the property tax base and local option sales tax collections

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Prompt review of offers for land sale purchase
- Prompt review of applications for design review

ENGAGING OUR COMMUNITY

- Utilize media and technology to keep the public informed of any new developments

FY 2015 ACCOMPLISHMENTS

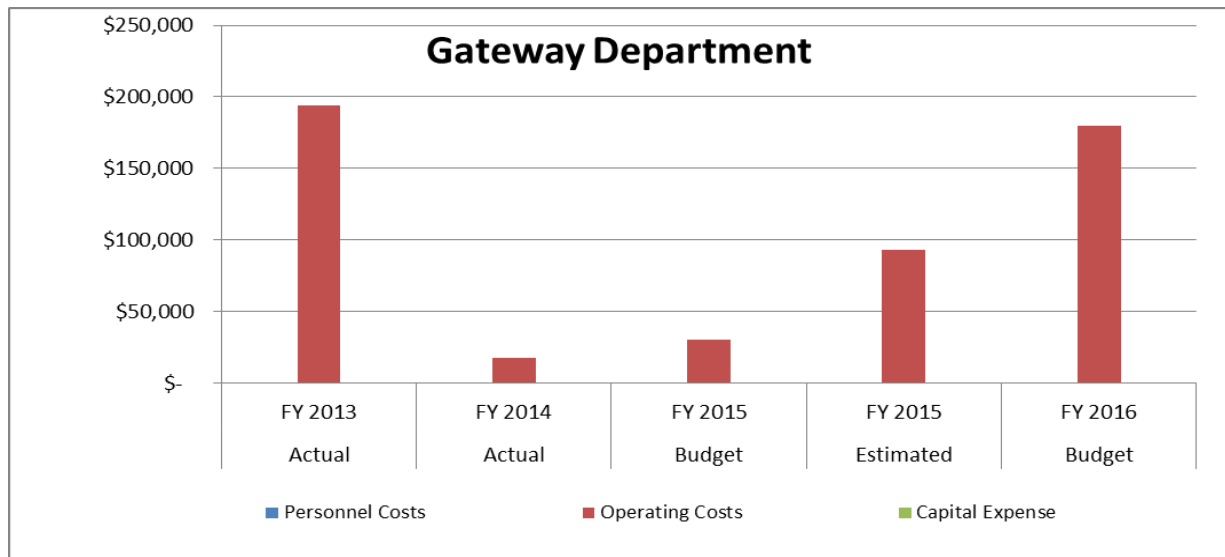
- Recruited M—Tek's North American corporate headquarters
- Sold 12 acres for the Fountains at Gateway

FY 2016 DEPARTMENT GOALS

- To extend development opportunities by utilizing targeted marketing of real estate
- Continue the recruitment of headquarters offices on the two remaining large tracts held by the City for this type of development
- Continue to promote the brand of the Gateway District

EXPENDITURE SUMMARY

	Gateway Department				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Costs	\$ 193,673	\$ 17,257	\$ 30,000	\$ 93,116	\$ 180,000
Capital Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Total Gateway Fund	\$ 193,673	\$ 17,257	\$ 30,000	\$ 93,116	\$ 180,000



HUMAN RESOURCES SUMMARY

None

	2015-2016 BUDGET YEAR					
	GATEWAY PROJECT DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
EXPENDITURES						
OTHER MISCELLANEOUS	193,673	17,257	30,000	93,116	180,000	150,000
	193,673	17,257	30,000	93,116	180,000	150,000
TOTAL PROJECT GATEWAY FUND	193,673	17,257	30,000	93,116	180,000	150,000



URBAN ENVIRONMENTAL

DEPARTMENT SUMMARY

The mission of the Murfreesboro Urban Environmental Department is to help improve the health, safety and welfare of our Citizens through our proactive arboricultural efforts and to attract new home buyers, commercial projects and industrial developments by continuing to improve public corridors through the installation and maintenance of aesthetically pleasing landscapes.

The department is organized into 4 divisions: Administration, Landscape Ordinance Administration, Landscape and Urban Forestry and Training & Education.

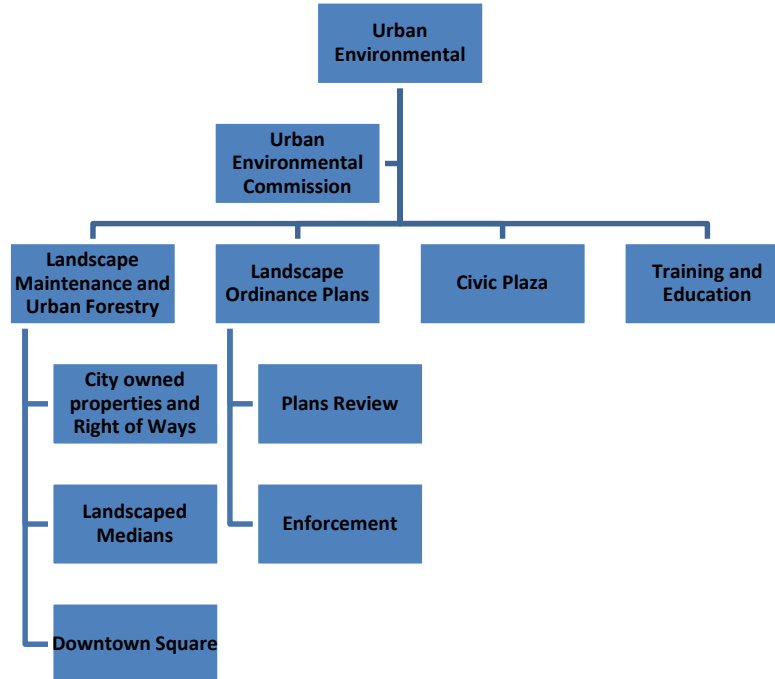
Administration – The Administration Division is responsible for the overall coordination and management of the Urban Environmental Department for the City of Murfreesboro. This involves the coordination of major initiatives, policies, practices and systems; implementation of and enforcement of City Ordinances and Policies; fiscal management of the departmental budget; and coordination of resources with other City departments.

Landscape Administration – The Landscape Administration Division ensures the development and implementation of the City's Ordinances, related policies, processes and the protection of natural plant communities and for the planting and continued maintenance of installed landscaping. The division oversees landscape designs from concept through implementation. This division also holds and tracks related installation and maintenance bonds.

Landscape and Urban Forestry – A major responsibility of the Landscape and Urban Forestry Division is the maintenance of over 50 City owned properties and City owned trees. This division maintains over 1,200,000 square feet of turf, 600,000 square feet of plant beds; almost 400,000 square feet of hardscape area, and 922 miles of Right of Way. Included in the maintenance of these areas are over three miles of irrigation along streets and medians, over 520,000 square feet of irrigation on existing City properties, and an additional 345,000 square feet will be added in the next years.

Training & Education – Training & Education serves a dual purpose in providing educational and instructional assistance to other departments on topics such as chain saw safety while also working to provide educational opportunities to the public through community outreach programs. Some of these programs are the Community Landscape Awards, the City Tree Appreciation program and speaking engagements for civic organizations and garden clubs.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Provide for a greener, more aesthetically pleasing City through standards for landscaping of commercial and industrial developments
- Assess and maintain the condition of trees and plants on City properties, City Schools, Greenways, Parks, and Right of Ways for the health and safety of all residents

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Through strong landscape standards, improve the quality of developments in the community, adding long term value to the tax base

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Participate in additional customer service training for City personnel.

ENGAGING OUR COMMUNITY

- Continue the Community Landscape Awards in order to give recognition to residents, institutions, and businesses that exceed in the design, installation and maintenance of their landscapes.
- Continue the Tree Appreciation Program to serve as an education and interactive outlet for citizens to learn more about the importance trees play in the environment as well as their planting, maintenance and care.
- Engage community organizations and focus groups on horticultural and arboricultural topics.

FY 2015 ACCOMPLISHMENTS

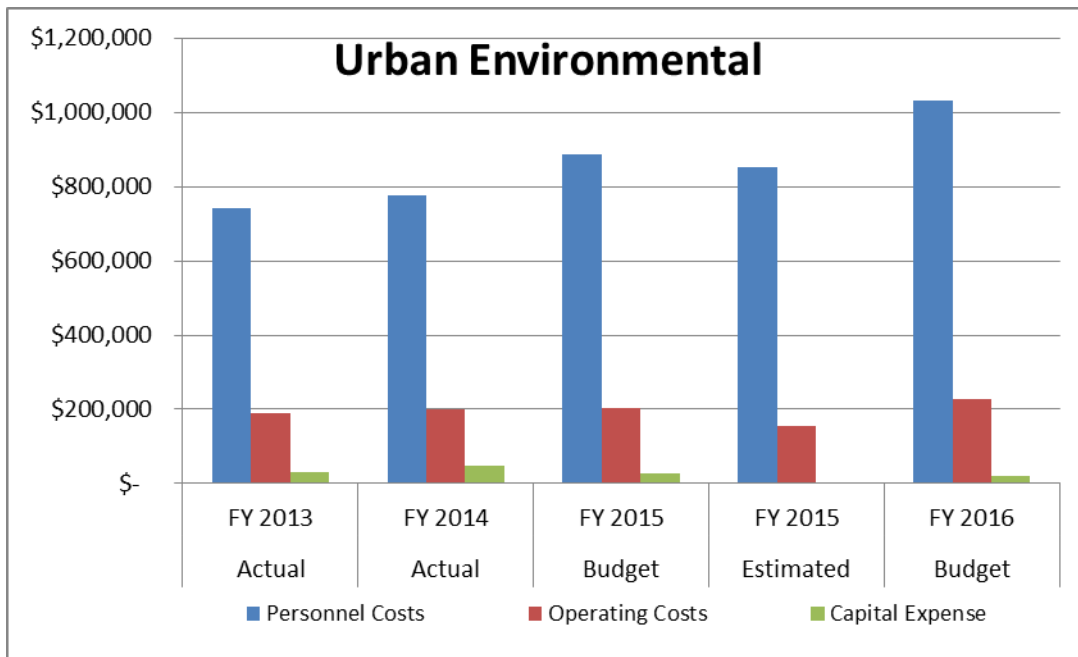
- Restored irrigation systems along Medical Center Parkway, Civic Plaza, and Discovery Center
 - 1000 man hours invested
 - 710 irrigation heads replaced
 - 400 electrical connections rewired
 - Installation and programming of one new controller
- Installed Phase IV of the Historic Downtown Landscape Revitalization Project
- Continued to increase overall department visibility through multiple venues such as “Gardening in the City”, “In the City” (City TV Programming), Master Gardener presentations, and other civic organization presentations.
- Continued Tree Appreciation Programs.

FY 2016 DEPARTMENT GOALS

- Install Phase V of the Historic Downtown Landscape Revitalization Program.
- Continue Community Landscape Awards
- Begin Phase I of the Medical Center Parkway Street Tree Replacement Program
- Continue 2015 Ice Storm damaged tree replacements.
- Continue to increase overall department visibility through multiple venues such as “Gardening in the City”, “In the City” (City TV Programming), Master Gardener presentations, and other civic organization presentations.
- Begin an Emerald Ash Borer (EAB) monitoring program.
- Begin Phase III of the Oakland’s tree maintenance and replacement program.

EXPENDITURE SUMMARY

	Urban Environmental				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 743,306	\$ 776,116	\$ 885,855	\$ 854,043	\$ 1,030,494
Operating Costs	\$ 188,920	\$ 199,785	\$ 202,153	\$ 156,486	\$ 225,773
Capital Expense	\$ 30,881	\$ 49,170	\$ 27,275	\$ 917	\$ 21,200
Total Urban Environmental	\$ 963,107	\$ 1,025,071	\$ 1,115,283	\$ 1,011,446	\$ 1,277,467



HUMAN RESOURCES SUMMARY

Urban Environmental Department				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
Director/City Horticulturist	1	1	1	1
Assistant Director	0	0	0	1
Superintendent	1	1	1	1
Department Coordinator	1	1	1	1
Lead Landscaper/Greenskeeper	2	2	2	2
Landscape Specialist/Inspector	1	1	1	1
Landscaper/Greenskeeper	6	6	6	6
Tree Climber	1	1	1	1
Tree Groundsman	2	2	2	2
Secretary	0	0	0	0
Total Urban Environmental Allocation	15	15	15	16

2015-2016 BUDGET YEAR						
URBAN ENVIRONMENTAL DEPARTMENT						
DESCRIPTIONS	2012/2013 ACTUAL	2013/2014 ACTUAL	2014/2015 BUDGET	2014/2015 ESTIMATE	2015/2016 BUDGET	INCREASE (DECREASE)
PERSONNEL COSTS						
SALARIES & WAGES					664,067	
OVERTIME					3,000	
LONGEVITY					8,100	
SALARIES	489,645	502,292	556,873	522,958	675,167	118,294
SOCIAL SECURITY	34,614	35,301	42,601	40,006	51,650	9,049
MEDICAL - DENTAL	153,777	170,804	204,065	204,065	212,969	8,904
PENSION PLAN	49,787	41,729	41,016	44,705	48,545	7,529
RETIREMENT (401A)	1,982	3,497	10,237	10,237	13,502	3,265
LIFE INSURANCE/LTD	3,456	3,487	3,626	3,626	3,626	0
WORKERS' COMPENSATION	10,045	19,006	27,437	28,446	25,035	(2,402)
TOTAL PERSONNEL COSTS	743,306	776,116	885,855	854,043	1,030,494	144,639
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	19,560	11,468	12,785	9,476	15,652	2,867
VEHICLES & MACHINERY	6,204	6,758	6,500	5,627	6,500	0
OFFICE EQUIPMENT	147		500		500	0
EQUIPMENT RENTALS	1,780	261	2,500	332	2,500	0
BUILDINGS	3,482	4,553	4,720	5,757	5,500	780
HARDSCAPE AREAS	3,269	419	5,000	3,045	5,000	0
	34,442	23,459	32,005	24,236	35,652	3,647
MATERIAL						
AGRICULTURAL	37,753	56,583	26,100	23,597	26,100	0
OUTSIDE SERVICES - MULCHING	28,560	35,045	35,000	35,000	35,000	0
OUTSIDE SERVICES - TREE WORK					20,000	20,000
	66,313	91,628	61,100	58,597	81,100	20,000
SUPPLIES						
POSTAGE	655	702	1,000	1,081	1,250	250
OFFICE	1,350	1,469	1,500	1,657	1,500	0
EMPLOYEE	2,152	4,040	5,000	3,825	5,000	0
JANITORIAL	1,884	687	2,000	913	2,000	0
FUEL	25,000	23,581	26,367	19,546	26,509	142
HAND TOOLS & HARDWARE	3,918	4,065	4,190	1,371	4,190	0
CLOTHING	5,155	6,473	7,500	6,797	7,500	0
MISCELLANEOUS SUPPLIES	585	1,008	1,000	141	1,000	0
	40,699	42,025	48,557	35,332	48,949	392
INSURANCE						
AUTOMOBILE	7,041	8,091	8,091	7,513	7,772	(319)
	7,041	8,091	8,091	7,513	7,772	(319)
UTILITY SERVICE						
ELECTRIC	19,398	19,551	23,000	17,962	23,000	0
WATER AND SEWER	13,413	8,245	19,000	6,511	19,000	0
TELEPHONE	3,109	3,140	3,000	2,815	3,000	0
CELLULAR PHONE	2,203	2,198	2,000	1,632	2,000	0
INTERNET SERVICE			700	500	500	(200)
	38,123	33,134	47,700	29,420	47,500	(200)
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	0	99	1,400	0	1,400	0
	0	99	1,400	0	1,400	0
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES		160	300	390	400	100
TRAINING PERSONNEL	450	540	2,000	300	2,000	0
OTHER MISCELLANEOUS	1,852	649	1,000	698	1,000	0
	2,302	1,349	3,300	1,388	3,400	100
OPERATING BUDGET	932,226	975,901	1,088,008	1,010,529	1,256,267	168,259
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					1,500	
1/2 TON EXTENDED CAB TRUCK					19,700	
	30,881	49,170	27,275	917	21,200	(6,075)
TOTAL URBAN ENVIRONMENTAL DEPT.	963,107	1,025,071	1,115,283	1,011,446	1,277,467	162,184



CIVIC PLAZA

DEPARTMENT SUMMARY

The Civic Plaza is a shared common space between Murfreesboro City Hall and the Linebaugh Public Library. The Plaza is used for a variety of community events including live music, public speakers and various civic groups outside functions. It is heavily landscaped and the home to public art and the icon cupola that is used in the City's logo. The Civic Plaza is maintained by the Urban Environmental Department.

Rutherford County owns a portion of the Civic Plaza. As a result, the cost of maintaining the Plaza is divided between the City and Rutherford County on a ratio of 58.5% City and 41.5% County.

IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Provides an anchor for cultural activities in the downtown area
- Supports the Linebaugh Public Library

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Provide a venue for special events, concerts, weddings and other gatherings in our historic downtown

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

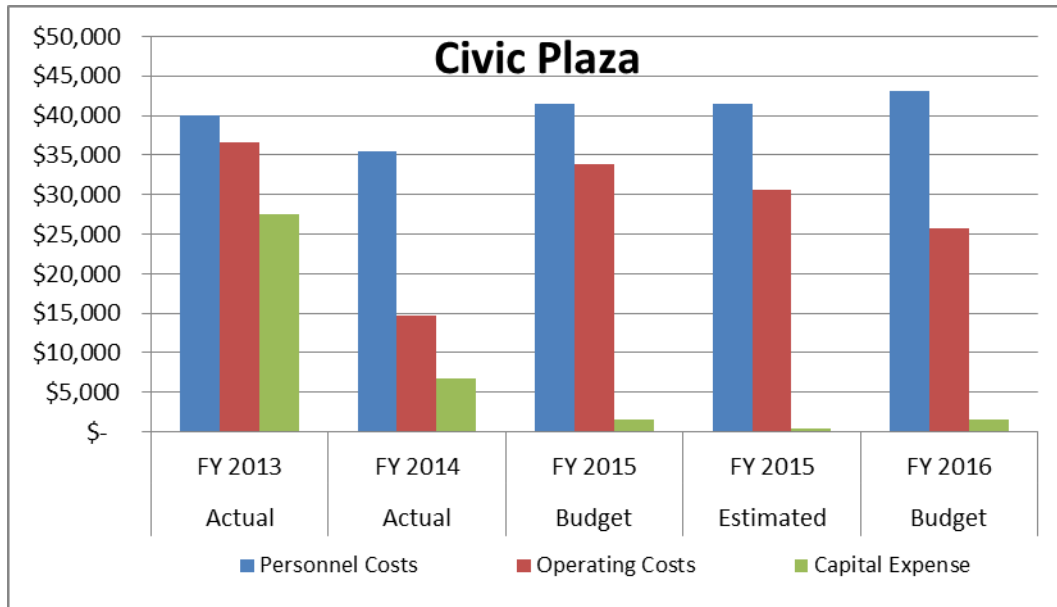
- Maintain the plaza so that it continues to be a beautiful gathering place and one of civic pride

ENGAGING OUR COMMUNITY

- Provide a clean, functional and aesthetically pleasing location that serves to draw the community to the downtown area

EXPENDITURE SUMMARY

	Civic Plaza				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 40,008	\$ 35,462	\$ 41,512	\$ 41,512	\$ 43,081
Operating Costs	\$ 36,551	\$ 14,713	\$ 33,769	\$ 30,604	\$ 25,657
Capital Expense	\$ 27,535	\$ 6,737	\$ 1,500	\$ 500	\$ 1,500
Total Civic Plaza	\$ 104,094	\$ 56,912	\$ 76,781	\$ 72,616	\$ 70,238



HUMAN RESOURCES SUMMARY

Civic Plaza				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
Lead Landscaper/Greenskeeper	1	1	1	1
Total Civic Plaza Allocation	1	1	1	1

	2015-2016 BUDGET YEAR					
	CIVIC PLAZA					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
PERSONNEL COSTS						
SALARIES & WAGES					29,420	
OVERTIME					300	
LONGEVITY					120	
TOTAL SALARIES & WAGES	28,512	23,368	28,641	28,641	29,840	1,199
SOCIAL SECURITY	2,069	1,729	2,191	2,191	2,283	92
MEDICAL - DENTAL	6,369	4,835	5,176	5,176	6,292	1,116
PENSION PLAN	2,246					
EMPLOYEE RETIREMENT (401A MATCH)		1,402	1,697	1,697	1,765	68
LIFE INSURANCE/LTD	126	195	195	195	195	0
WORKERS' COMPENSATION	686	3,933	3,612	3,612	2,706	(906)
TOTAL PERSONNEL COSTS	40,008	35,462	41,512	41,512	43,081	1,569
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	3,765	142	1,475	489	1,463	(12)
VEHICLES AND EQUIPMENT	1,005	822	1,000	500	1,000	0
HARDSCAPES	12,734	1,217	13,000	16,583	3,000	(10,000)
FOUNTAIN	300	362	1,200	582	2,700	1,500
	17,804	2,543	16,675	18,154	8,163	(8,512)
MATERIAL						
AGRICULTURAL	1,571	1,661	1,500	1,200	1,500	0
OUTSIDE SERVICES - MULCHING	2,588	3,417	3,000	3,000	3,000	0
	4,159	5,078	4,500	4,200	4,500	0
SUPPLIES						
HAND TOOLS & HARDWARE	1,183	318	1,150	424	1,150	0
CLOTHING	326	397	350	400	350	0
MISCELLANEOUS SUPPLIES	156	34	1,500	550	1,500	0
FUEL	0	0	1,500	0	1,500	0
JANITORIAL	138	0	300	0	300	0
	1,803	749	4,800	1,374	4,800	0
INSURANCE						
AUTOMOBILE	1,657	1,657	1,657	1,657	1,657	0
	1,657	1,657	1,657	1,657	1,657	0
UTILITY SERVICE						
ELECTRIC	2,236	2,237	2,237	2,237	2,237	0
WATER	2,137	2,204	1,600	2,028	2,000	400
	4,373	4,441	3,837	4,265	4,237	400
MISCELLANEOUS EXPENSE						
OTHER MISCELLANEOUS	6,755	245	2,300	953	2,300	0
	6,755	245	2,300	953	2,300	0
OPERATING BUDGET	76,559	50,175	75,281	72,116	68,738	(6,543)
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					1,500	
	27,535	6,737	1,500	500	1,500	0
TOTAL CIVIC PLAZA	104,094	56,912	76,781	72,616	70,238	(6,543)



PARKING GARAGE

DEPARTMENT SUMMARY

City Hall, the Civic Plaza and the Linebaugh Public Library all share a two story, below grade parking garage. The garage is maintained by the City Hall Maintenance staff. The costs of operating and maintaining the garage are divided between the City and Rutherford County on a ratio of 68.5% City and 31.5% County.

IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Supports the Linebaugh Public Library
- Supports the activities in City Hall
- Supports all downtown businesses and merchants by providing ample free parking
- Supports all cultural activities in the downtown area

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Maintain the facility using in-house personnel when appropriate in order to minimize costs

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

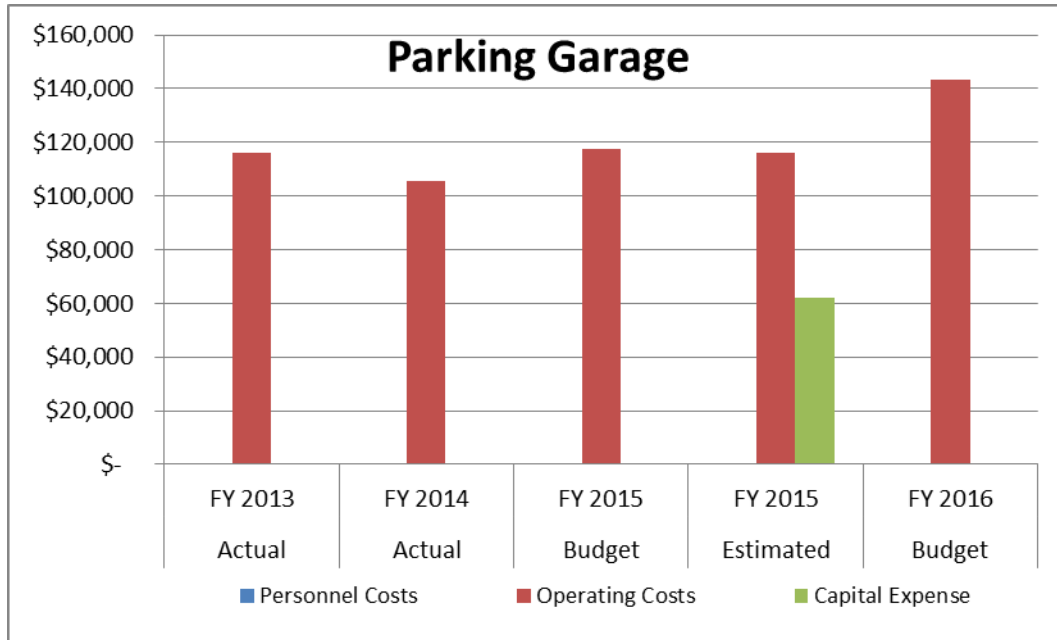
- Provide a clean and safe parking for visitors to City Hall, the Library and the Downtown area

ENGAGING OUR COMMUNITY

- Continue the maintenance and availability of free parking to visitors of City Hall, the Library and the Downtown area

EXPENDITURE SUMMARY

	Parking Garage				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Costs	\$ 116,176	\$ 105,610	\$ 117,490	\$ 116,103	\$ 143,200
Capital Expense	\$ -	\$ -	\$ -	\$ 62,218	\$ -
Total Parking Garage	\$ 116,176	\$ 105,610	\$ 117,490	\$ 178,321	\$ 143,200



HUMAN RESOURCES SUMMARY

None

	2015-2016 BUDGET YEAR					
	PARKING GARAGE					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
OPERATION AND MAINTENANCE						
SWEEPING	5,400	3,600	5,400	5,100	5,100	(300)
	5,400	3,600	5,400	5,100	5,100	(300)
SUPPLIES						
LIGHTING			300	50	300	0
MISCELLANEOUS SUPPLIES	1,359		600	100	600	0
	1,359	0	900	150	900	0
UTILITY SERVICE						
ELECTRIC	103,503	101,190	106,000	104,158	106,000	0
TELEPHONE	186	189	190	195	200	10
	103,689	101,379	106,190	104,353	106,200	10
MISCELLANEOUS EXPENSE						
OTHER MISCELLANEOUS	5,728	631	5,000	6,500	31,000	26,000
	5,728	631	5,000	6,500	31,000	26,000
ADDITION TO FIXED ASSETS						
					0	
			0	62,218	0	0
TOTAL PARKING GARAGE	116,176	105,610	117,490	178,321	143,200	25,710

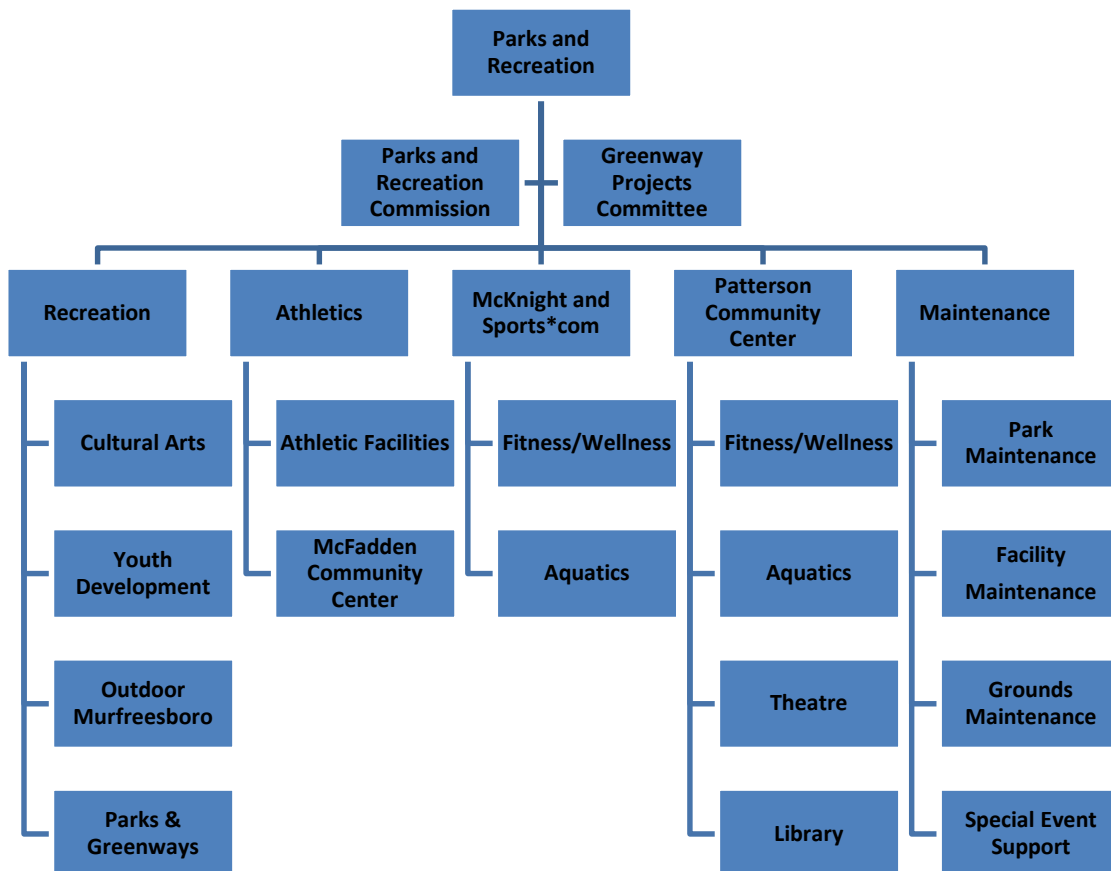


PARKS AND RECREATION DEPARTMENT

DEPARTMENT SUMMARY

The Murfreesboro Parks and Recreation Department provides area residents and visitors with the opportunity for safe recreational and cultural activities through a network of parks, recreation centers and greenways. Parks and Recreation acquires, develops, beautifies and maintains approximately 1,115 acres of parks and greenways and operates five comprehensive recreational and cultural facilities and twenty-three other park sites that provide quality experiences for all.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- To enrich the quality of life in the community by providing high quality facilities and instruction in a diverse range of athletic, recreational and cultural activities
- Provide citizens and residents safe, accessible and affordable facilities for recreational and cultural activities that contribute to physical and emotional health
- Demonstrate Murfreesboro's commitment to neighborhoods and citizens by highlighting the investment in parks, greenways, and community centers as focal points of the community
- Offer a wide range of special events year-round that involve all age groups and multiple interests so every citizen has an opportunity to attend and participate

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- The investment in parks, greenways, and community centers is a major quality of life statement to prospective business and industry
- Provide opportunities for tourism, tournaments, and special events that produce positive economic impact for the city
- Generate revenue to offset costs, creating a more sustainable park system
- Stimulate the local economy through the purchase of equipment, supplies, and services from local vendors and businesses for recreational programs, activities, and projects

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Effectively and responsibly manage and maintain resources, which include approximately 1,115 acres of parklands and \$150 million in assets, which includes 28 sites and 75 buildings in our park system
- Continue application of citywide Service Excellence training, implementing skills learned
- Obtain post-program evaluation information from participants and customers
- Utilize "friends" groups, civic groups, students, partnerships and volunteers to enhance program delivery

ENGAGING OUR COMMUNITY

- Foster an environment that allows all City Departments opportunities to engage our community in a park setting through special events, programming, and partnerships
- Brand Murfreesboro Parks and Recreation Department's parks, facilities, and programs with an effective marketing campaign utilizing contemporary communication media

- Develop and conduct a variety of methods to comprehensively assess public input and community needs; make adjustments based upon the data and stated citizens' needs

FY 2015 ACCOMPLISHMENTS

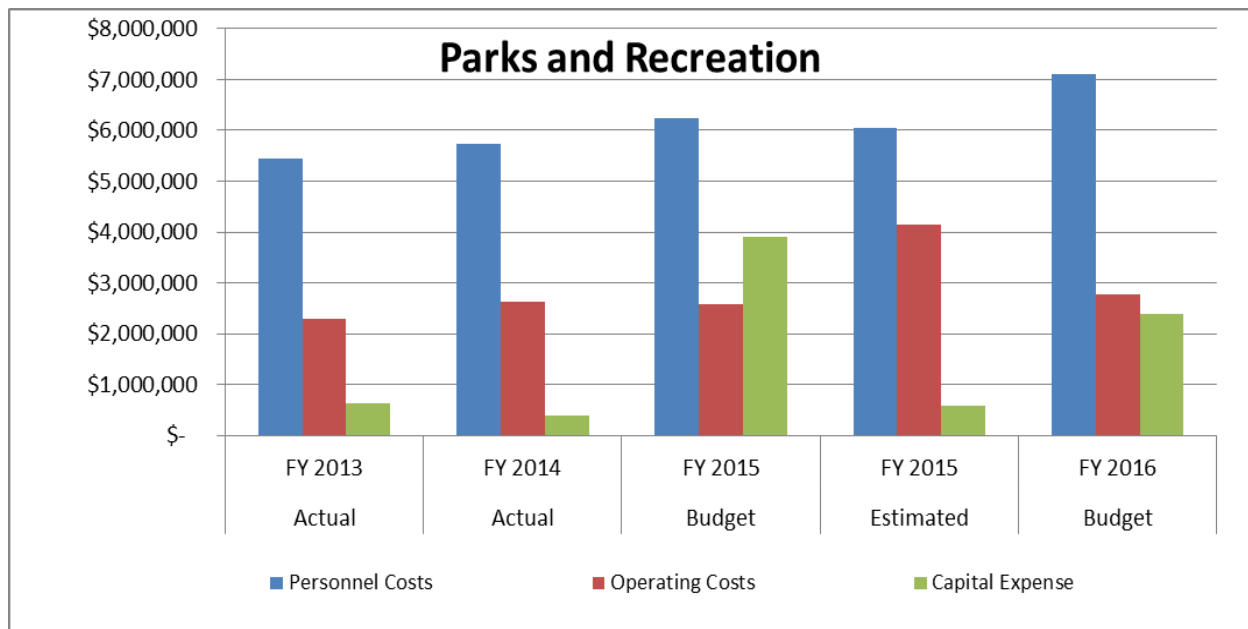
- Partnered with Middle Tennessee State University to build an indoor tennis facility at Old Fort Park
- Made renovations and significant improvements to Sports*Com to provide a better experience for users
- Completed the renovation of Gladys Blanton Park, formerly known as West View Mini-Park; improvements include new play features and a walking path. The project was funded in part through a Local Parks and Recreation Fund grant from the Tennessee Department of Environment and Conservation
- Kicked off "The Better 'Boro Project: A Wellness Initiative of Mayor Shane McFarland" to promote healthy eating, encourage outdoor recreation, and provide unique and accessible wellness activities
- Implemented the Start Smart Program, a developmentally appropriate introduction to sports programs for ages 2-4 in baseball, soccer, and basketball
- Had record participation in Youth Basketball with 142 teams and 1,141 participants
- Hosted 68 tournaments, including TSSAA Spring Fling state championships. In addition, we host nationwide events such as the BPA World Series. These tournaments bring in approximately 50,000 athletes and coaches to Murfreesboro, and have an estimated combined economic impact in excess of \$27 million
- Created the new position of Turf Care Manager to address athletic turf needs
- Boro Beach, the outdoor pool at Sports*Com, maintained capacity rentals and a daily average attendance of 1,800 swimmers and 65,000 total visits for Summer 2014
- The Youth Development program was created to encourage participants to stay focused in order to be able to enhance educational opportunities, improve their health and wellness, expand their engagement in community activities, and produce future community leaders
- As a part of new Youth Development programming, 50 kids attended New Frontiers for an overnight outdoor experience. The trip was funded by a \$5,000 donation from our partners at First Shot
- Increased volunteer participation in service learning through Greenway clean-ups by 35%. Other volunteer efforts included removing invasive exotic species and native plant restoration projects, demonstration gardening, trail work, and more
- Continued efforts to ensure the high quality and sustainability of parks and park facilities by implementing renovations of Barfield Crescent Park, McKnight Park and Star*Plex
- Won twenty state awards at the Tennessee Recreation and Parks Association's Annual Conference. These awards included the President's Cup and the Four Star Award for Renovated Facility for McFadden Community Center

FY 2016 DEPARTMENT GOALS

- Effectively and responsibly manage and maintain resources, which include approximately 1,115 acres of parklands and \$150 million in assets
 - Utilize newly renovated spaces at Sports*Com to increase program delivery and patronage
 - Provide connectivity and accessibility for linkage to community resources for pedestrians and cyclists through the Murfreesboro Greenway System. Continue construction of Phase IV of Stones River Greenway, and continue partnership through the U.S. Army Corps of Engineers for the construction of the North Murfreesboro Greenway
 - Offer programs and facilities that promote, educate and provide for healthy living and healthy lifestyles, supporting the Better Boro Project, and encourage citizens of all ages to become more active and make healthier food choices.
 - Continue efforts to “drown-proof Murfreesboro,” increasing promotion and participation in swim lessons for all ages
 - Increase inter-divisional and inter-departmental programming and special event opportunities such as “Trail Worms”, provided in partnership with Greenway / Cultural Arts staff, provide outdoor wellness classes at Greenway trailheads and the Gateway Island with Greenway / Wellness staff, and teach recreational water sport skills with Outdoor Murfreesboro / Aquatics staff
 - Develop and improve professional development offerings and opportunities to insure that trainings are aligned with our vision, mission, and goals
 - Incorporate green practices, utilizing energy efficient products and practices, and publicize to model these activities to the public
 - Utilize technology to improve efficiency throughout the department, improving availability of our online information and interaction with services to our customers; allow payment through credit cards
 - Continue partnership with Middle Tennessee State University’s Leisure, Sport and Tourism Studies for internships, field studies, and class projects such as conducting public input surveys and interpreting data
 - Update the department’s Strategic Action Plan for 2015-2020 in concert with Murfreesboro 2035 Comprehensive Master Planning
 - Target program offerings to increase participation of 15-17 year olds
 - Grow recycling efforts through implementation of best practices
 - Improve and expand Wi-Fi capability at Patterson Park Community Center
 - Work in partnership with the Rutherford County Convention and Visitors Bureau to acquire athletic tournaments and other special events to promote economic growth
 - Address shortfalls in our ability to meet current demand for athletic facilities by aligning capital improvement projections to needs assessments, citizen input, and national standards
- Acquire land in the western area of Murfreesboro and begin the planning phase for a new park

EXPENDITURE SUMMARY

	Parks and Recreation				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 5,454,264	\$ 5,740,374	\$ 6,242,621	\$ 6,041,126	\$ 7,112,716
Operating Costs	\$ 2,285,172	\$ 2,630,091	\$ 2,572,975	\$ 4,153,105	\$ 2,779,218
Capital Expense	\$ 640,726	\$ 399,616	\$ 3,897,404	\$ 586,994	\$ 2,375,666
Total Parks & Recreation Fund	\$ 8,380,162	\$ 8,770,081	\$ 12,713,000	\$ 10,781,225	\$ 12,267,600



HUMAN RESOURCES SUMMARY

Parks and Recreation				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
Director	1	1	1	1
Assistant Director	1	1	1	1
Program Coordinator	12	12	13	13
Assistant Program Coordinator	6	6	8	8
Program Grant Coordinator	0	0	0	0
Head Tennis Professional	0	0	1	1
Cultural Arts Coordinator	1	1	1	1
Finance/Personnel Supervisor	1	1	1	1
Administrative Support Specialist	3	3	3	3
Facility Superintendent	3	3	3	3
Superintendents	2	2	2	2
Technical Support Specialist	1	1	1	1
Facility Maintenance Foreman	2	2	2	2
Crew Leader-Maintenance	0	0	0	0
Crew Leader	5	5	5	5
Turf Manager	0	0	1	1
Groundskeeper	12	12	12	12
Groundskeeper/Maintenance	6	6	6	6
Custodian	7	7	7	7
Secretary/Receptionist	4	4	4	4
Operations Coordinator	3	3	3	3
Full-Time Positions	70	70	75	75
Part-Time Positions	254	256	267	272
Total Parks and Recreation Allocation	324	326	342	347

	2015-2016 BUDGET YEAR					
	PARKS AND RECREATION DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
EXPENDITURES						
PERSONNEL COSTS						
SALARIES & WAGES	2,542,757	2,692,496	2,981,059	2,826,000	3,133,899	
PART TIME EMPLOYEES	1,503,184	1,603,341	1,773,813	1,740,813	1,577,785	
ALLOWANCE FOR VACANCIES - 2%			(94,881)		(94,234)	
MAINTENANCE (ON-CALL OVERTIME)			5,980		35,000	
LONGEVITY					52,500	
TEMP/SEASONAL PART-TIME					777,431	
TOTAL NET SALARIES & WAGES	4,045,941	4,295,837	4,665,971	4,566,813	5,482,381	816,410
SOCIAL SECURITY	296,723	316,841	357,282	349,361	419,402	62,120
MEDICAL - DENTAL	551,457	581,892	721,092	610,000	727,290	6,198
PENSION PLAN	267,177	280,902	297,061	283,000	288,224	(8,837)
RETIREMENT (401A)	11,887	15,663	24,013	20,000	39,721	15,708
LIFE INSURANCE/LTD	17,576	18,573	18,383	19,800	18,383	0
WORKERS' COMPENSATION	263,503	230,666	158,819	192,152	137,315	(21,504)
TOTAL PERSONNEL COSTS	5,454,264	5,740,374	6,242,621	6,041,126	7,112,716	870,095
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	34,313	27,239	36,537	42,595	42,637	6,100
VEHICLES & MACHINERY	48,204	54,398	45,735	60,000	49,570	3,835
OFFICE EQUIPMENT	12,919	12,155	15,830	13,500	16,720	890
GROUPS & LAWNS	243,029	289,546	288,305	299,000	368,300	79,995
EDUCATIONAL ANIMALS	1,674	1,194	2,500	2,500	2,500	0
RECREATIONAL EQUIPMENT	8,388	8,375	12,500	9,100	12,500	0
JANITORIAL EQUIPMENT	1,875	1,689	2,350	2,000	2,950	600
BUILDINGS	200,101	210,600	246,295	230,000	250,000	3,705
SWIMMING POOLS	96,534	75,068	122,609	97,000	80,809	(41,800)
	647,037	680,264	772,661	755,695	825,986	53,325
SUPPLIES						
POSTAGE	2,731	2,360	2,900	2,800	3,500	600
OFFICE SUPPLIES	23,320	23,440	25,200	24,500	26,850	1,650
ADVERTISING	32,577	32,532	39,240	39,000	43,330	4,090
JANITORIAL	56,679	60,373	59,250	64,500	68,750	9,500
TROPHIES	8,294	8,829	12,365	11,000	14,040	1,675
FUEL	67,105	71,173	73,443	58,268	75,673	2,230
ACTIVITY	14,455	19,640	22,670	21,000	26,870	4,200
HAND TOOLS & HARDWARE	4,034	4,848	5,315	5,400	6,930	1,615
CLOTHING	15,912	17,530	21,698	19,000	23,445	1,747
ADMISSION SUPPLIES	29,302	28,159	30,500	28,800	30,500	0
RECREATIONAL	34,474	36,387	42,909	41,700	51,008	8,099
MISCELLANEOUS SUPPLIES	6,922	7,324	8,325	8,300	8,625	300
	295,805	312,595	343,815	324,268	379,521	35,706
INSURANCE						
GENERAL	33,154	29,667	33,154	30,860	30,860	(2,294)
PROPERTY INSURANCE	10,000	10,000	10,000	10,000	10,000	0
GENERAL LIABILITY	30,993	30,993	30,993	30,993	30,993	0
AUTOMOBILE	22,910	22,234	23,869	24,764	27,270	3,401
	97,057	92,894	98,016	96,617	99,123	1,107

	2015-2016 BUDGET YEAR					
	PARKS AND RECREATION DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
UTILITIES						
ELECTRIC	640,757	630,864	695,510	650,000	695,510	0
WATER & SEWER	132,355	127,914	160,000	155,000	160,000	0
GAS	165,912	176,966	192,000	170,000	209,100	17,100
TELEPHONE	11,038	11,573	13,000	12,200	13,215	215
CELLULAR TELEPHONE	5,815	7,487	7,500	8,700	8,000	500
INTERNET SERVICE	3,269	3,478	4,980	3,800	4,000	(980)
	959,146	958,282	1,072,990	999,700	1,089,825	16,835
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	17,393	17,669	19,000	18,500	19,000	0
COMMISSION MEETINGS	1,757	2,016	2,100	2,700	2,900	800
	19,150	19,685	21,100	21,200	21,900	800
RECREATIONAL ACTIVITIES						
PATTERSON COMMUNITY CENTER	188	114	250	230	250	0
PARK MOVIES	6,468	7,774	7,300	7,912	7,300	0
CULTURAL ACTIVITIES:	80,510	71,832				
SPECIAL EVENTS			60,900	67,600	89,200	28,300
CONCERTS IN PARKS			13,200	9,650	14,000	800
SENIOR CITIZENS PROGRAMS			5,000	4,900	8,500	3,500
SUMMER DAY CAMPS			3,500	2,800	3,880	380
CHILDREN'S THEATER			7,000	7,000	8,500	1,500
	87,166	79,720	97,150	100,092	131,630	34,480
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	2,178	2,171	2,318	2,180	2,668	350
SURVEYS AND STUDIES			0	20,000	25,000	25,000
TRAINING PERSONNEL	14,052	15,703	16,500	16,300	18,290	1,790
GRANT EXPENDITURES	37,716	3,540	5,050	3,000	0	(5,050)
DESIGNATED DONATIONS-PROJECTS	0	329,447	0	1,670,553	0	0
COMPUTER SOFTWARE	1,859	509	7,700	7,700	7,500	(200)
PURCHASES FOR RESALE	76,218	79,508	94,300	90,000	128,950	34,650
SALES TAX	26,259	26,263	29,300	31,800	36,000	6,700
OTHER MISCELLANEOUS	21,529	29,510	12,075	14,000	12,825	750
	179,811	486,651	167,243	1,855,533	231,233	63,990
OPERATING BUDGET	7,739,436	8,370,465	8,815,596	10,194,231	9,891,934	1,076,338

	2015-2016 BUDGET YEAR					
	PARKS AND RECREATION DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP						
ADMINISTRATIVE OFFICE						
Office Furniture					2,000	
CENTRAL MAINTENANCE						
Ford F-250 Reg Cab Truck					22,266	
ZTR Riding Mower 72"					11,400	
Two (2) Backpack Blowers					900	
Battery Charger					500	
Two (2) Weedeaters					800	
BARFIELD CRESCENT PARK						
Ford F-250 Reg Cab Truck					22,266	
6x4 Utility Truckster - medium duty					12,300	
60' ZTR Diesel Riding Mower					14,000	
Two (2) Weedeaters					800	
Shop Tool Box					550	
Blower					200	
Truck Tool Box					350	
Fuel Pump					250	
Fuel Tank					525	
GREENWAY TRAIL MAINTENANCE						
Ford F-250 Reg Cab Truck					22,266	
72" 4x4 Diesel Front Deck Mower					22,601	
Eight (8) Graphics on Wavy Signs					5,500	
Two (2) Trash Receptacles along Trail					1,000	
Ten (10) Trash/Recycle Receptacles at Trailheads					9,850	
SIEGEL PARK MAINTENANCE						
60" ZTR Diesel Mower					14,000	
Pull Behind Blower					7,000	
Water Fountains - Siegel Park					4,000	
Three (3) Sets Soccer Goals					10,000	
BALL FIELD MAINTENANCE						
Ball Field Drag Tractor					18,000	
Ford F-250 Reg Cab Truck					22,266	
SPORTS*COM						
Two (2) Treadmills					11,000	
Sound System for Exercise Classes					3,000	
Weight Rack w/20 Pairs of Weights					3,200	
Weight Set for Group Exercise Classes					2,000	
Four (4) Basketball Rims					600	
Airborne Bicycle					3,000	
Two (2) Adjustable Weight Benches					1,000	
Leg Extension Weight Machine					2,500	
Lifeguard Stand					5,600	
Chairs for Outdoor Pool (15 x \$150)					2,250	
Electric Pressure Washer - Aquatics					230	
Two (2) Filing Cabinets - Aquatics					500	
Bulletin/Display Boards					1,500	

	2015-2016 BUDGET YEAR					
	PARKS AND RECREATION DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
PATTERSON COMMUNITY CENTER						
HVAC System Network Automation System Panel					13,500	
Two (2) Nu-Step Machines					9,000	
Recumbent Bicycle					4,000	
Two (2) Upright Bicycles					8,000	
Two (2) Airfit Bicycles					5,000	
Cable Crossover Upgrade					10,000	
Treadmill					7,000	
Six (6) 2-Way Radios					1,500	
Wall Padding for Youth Gym					2,200	
Signage					1,500	
Basketball Goal Winch					1,200	
Fifty (50) Folding Chairs					2,500	
Janitorial Cart					200	
Two (2) Rolling Carts					400	
Corkboard - Aquatics					250	
Vacuum Cleaner					250	
Park Fencing - Hancock Street					50,000	
Electric Pressure Washer - Aquatics					230	
ATHLETICS						
Replace 7 Scoreboards Barfield & StarPlex					28,600	
Athletic Field Netting Replacement - Ball Fields & Soccer					6,000	
Dugout Cover Replacement - Barfield					8,000	
Portable Fencing - Barfield & StarPlex					2,000	
Mats for Sports Camp					1,200	
MCFADDEN COMMUNITY CENTER						
Volleyball System					2,700	
Folding Judges Stand and Padding - Volleyball					1,000	
CANNONSBURGH						
Vacuum					300	
Window Air Conditioner - Leeman House					750	
Backpack Sprayer					150	
GENERAL PROGRAMMING						
LCD Projector					4,000	
MISCELLANEOUS					9,000	
ADDITION TO FIXED ASSETS						
NEW EQUIPMENT						
TURF EQUIPMENT						
Toro Procore 1298 Aerifier					30,461	
Toro Rake-O-Vac					30,500	
Toro ProCore Processor					23,300	
CENTRAL MAINTENANCE						
Seventeen (17) 42 Gallon Trash Cans					8,735	
GREENWAY MAINTENANCE						
Seven (7) Trash Receptacles					3,150	
Wayfinding Signage					2,000	

	2015-2016 BUDGET YEAR					
	PARKS AND RECREATION DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
PATTERSON COMMUNITY CENTER						
Four (4) Wall Mounted Fans					1,000	
Recumbent Bicycle					4,000	
Cart for Sound System - Aquatics					250	
Rotary Hammer Kit					200	
SPORTS*COM						
Two (2) TRX Systems - Fitness/Wellness					500	
TRX Anchor System - Fitness/Wellness					800	
Four (4) Digital Transmitters for TVs in Wellness Area					1,200	
Twelve (12) Wireless Receivers for Cardio Equipment					1,440	
Floor Scrubber					10,000	
Tiller - Volleyball Courts					1,800	
Race Clock					1,500	
ATHLETICS/MCFADDEN CENTER						
Cheerleading Mats					2,800	
Three (3) Sets Soccer Goals - Practice Fields at Regency					5,280	
WILDERNESS STATION						
Interpretive Signage - Campground Kiosks					2,500	
BRADLEY ACADEMY						
Computer, Cash Drawer, Magnetic Card Swipe, Laser Printer					1,850	
GREENWAY						
FEDERAL GRANTS (REIMBURSEMENTS)						
GATEWAY TRAIL (80%)					1,800,000	
	640,726	399,616	3,897,404	586,994	2,375,666	(1,521,738)
TOTAL RECREATION DEPARTMENT	8,380,162	8,770,081	12,713,000	10,781,225	12,267,600	(445,400)



SENIOR CITIZENS DEPARTMENT

DEPARTMENT SUMMARY

St. Clair Street Senior Center is a multipurpose, Level 4 senior center as established by the Aging Commission for the State of Tennessee. Multipurpose senior centers are integral to neighborhood vitality, aging in place, and intergenerational strengthening of the family system. The senior center offers life enriching programming, civic engagement, and employment opportunities; and connects older adults to vital community services that can help them stay healthy and independent

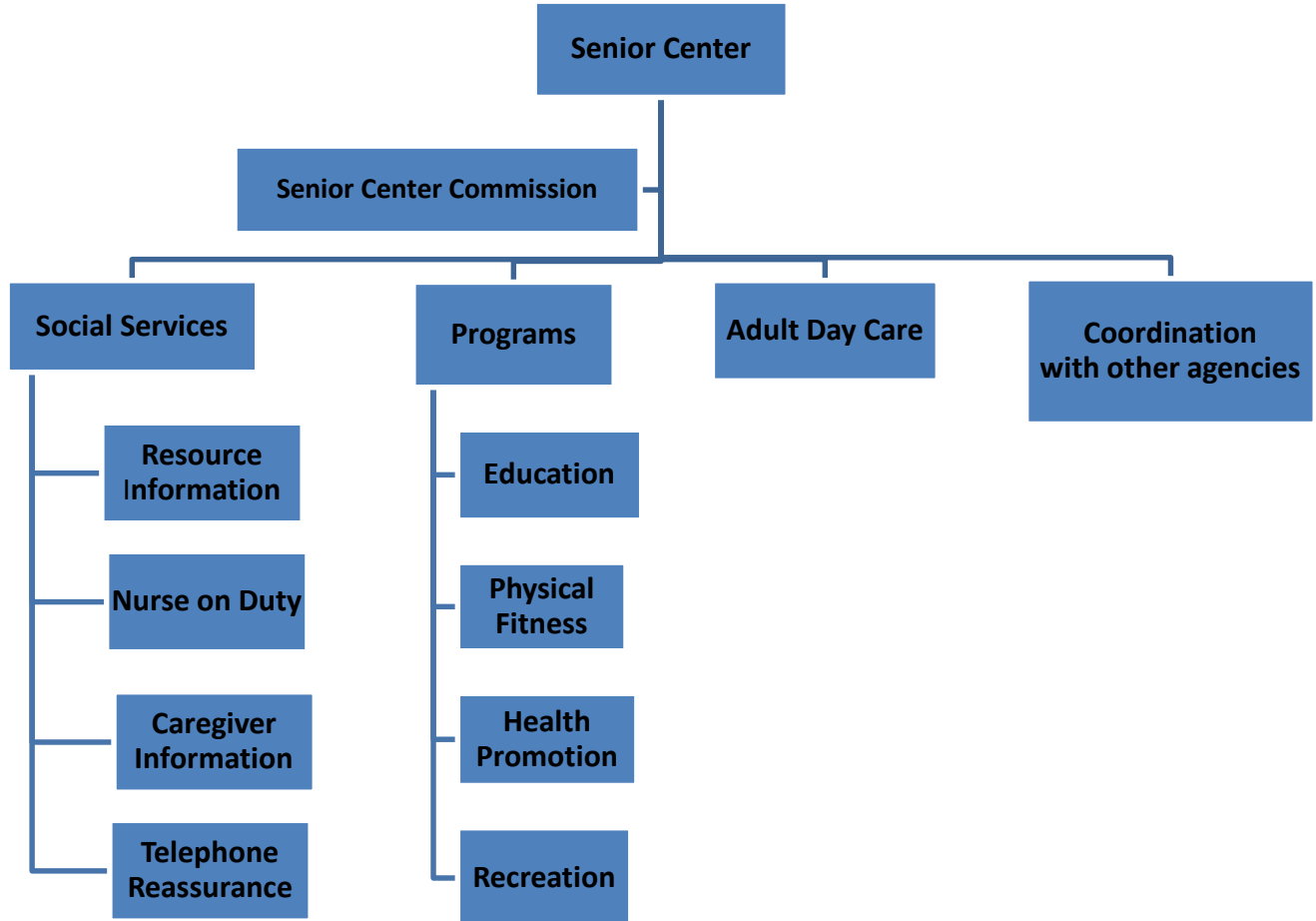
The seniors continue to enjoy the Senior Center programs, services, and activities that enhance their lives. Over 4,000 individual seniors visited the St. Clair Street location during FY 2014. The volunteers provide services for the Senior Center. This year 192 volunteers put in 7107 hours of service.

As a multipurpose senior center, St. Clair Street Senior Center meets the needs of seniors —mind, body, and spirit, through educational programs, health and wellness classes, and socialization.

Health and wellness opportunities include fitness programs, evidence based education classes, healthy-eating/healthy-living classes, clinic visits with the nurse, flu shots, and others. Continuing education is important to seniors. The center introduced Senior Learning Network webinars to enhance educational opportunities. The Center continues to bring educational classes: art, language, crafts, music, drama, computer, health education, and dancing. The benefits of socialization are almost as important as nutrition. Lack of socialization will diminish quality of life and take years off of the person who lives isolated.

Partnerships have been established with Middle Tennessee State University programs, allowing students do their internship at the Senior Center in social services, programming, nursing, and others. The Center continues to partner with the medical community – St Thomas Rutherford, physicians and other healthcare professionals who bring programs of health education and information to the seniors. The United Way continues to fund the Senior Center programs. The Greater Nashville Regional Council on Aging and Disability channels federal and state funding of the Older American's Act to the Senior Center. The Alzheimer's Association continues to be an excellent partner in reaching the seniors and providing resource material.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Enhance the quality of life through prompt, efficient and courteous service to senior adults, their families and caregivers
- Coordinate services vital to senior adults retaining their independence
- Awareness programs to guide seniors in making informed decisions and in avoiding social crimes against the elderly

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Provide a strong base of support that encourages and maintains independent senior living
- Connect resources in the community for financial information to seniors
- Promote community resources for lifestyle and life changes

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Caring and compassionate commitment in provision of services to senior adults
- Participate in service excellence training
- Provide service to all seniors without bias

ENGAGING OUR COMMUNITY

- Open forums at the Senior Center—legislature, health care, scams, etc.
- Monthly contact with 3,300 seniors in the community through the newsletter
- Media contact through radio, television, newsletter, and the city's Facebook
- Outreach opportunities

FY 2015 ACCOMPLISHMENTS

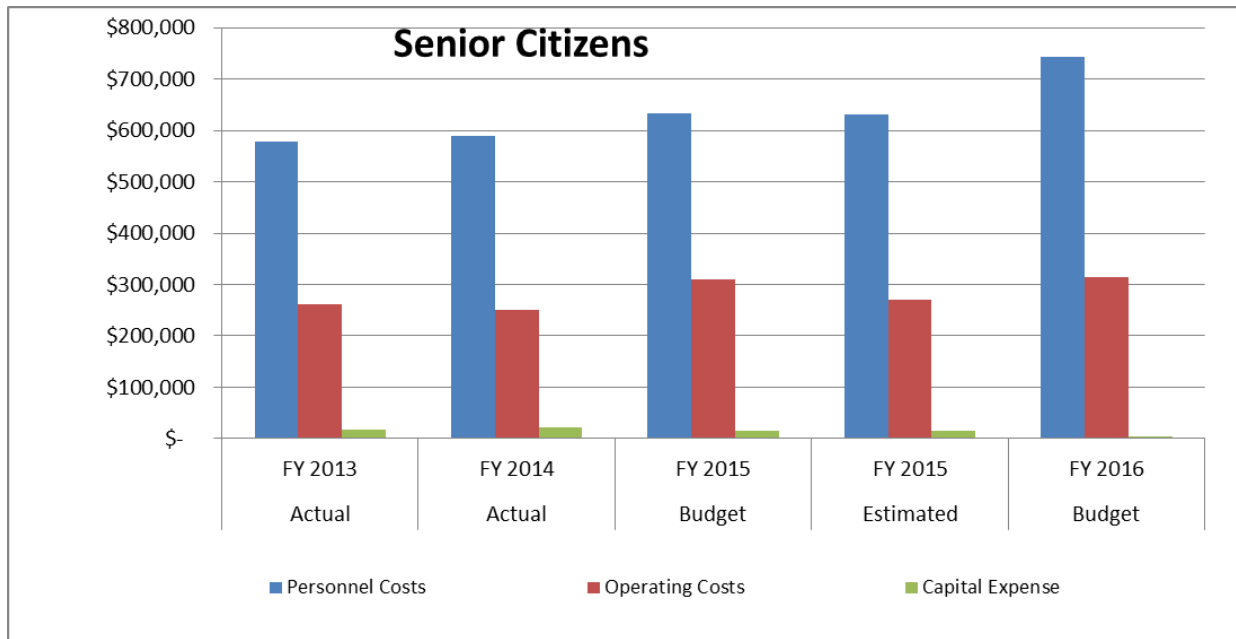
- Accreditation filed with National Council on Aging
- Caregiver Resource Coordinator, Cindi Thomas named as Alzheimer's Ambassador to represent TN in Washington D.C. in March of 2015
- Care Program Specialist, Dee Brown certified in AIRS (Association for Information & Referral Services)
- New St. Clair Street Senior Center brochure

FY 2016 DEPARTMENT GOALS

- Staff trained to present Evidence Based Programs: Stepping On, Dementia Basics and Powerful Tools for Caregivers.
- Improve facilities physical fitness program by purchasing new fitness equipment: Treadmill, Vibe Fit and Bio Fit machines.
- Increasing Education, Health Promotion and Physical Fitness programs presented by center

EXPENDITURE SUMMARY

	Senior Citizens				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 578,061	\$ 589,573	\$ 632,365	\$ 631,757	\$ 743,326
Operating Costs	\$ 262,120	\$ 250,108	\$ 309,414	\$ 270,420	\$ 314,990
Capital Expense	\$ 16,768	\$ 22,370	\$ 15,000	\$ 16,000	\$ 4,000
Total Senior Citizens Fund	\$ 856,949	\$ 862,051	\$ 956,779	\$ 918,177	\$ 1,062,316



HUMAN RESOURCES SUMMARY

Senior Citizens				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
Director	1	1	1	1
Department Coordinator	1	1	1	1
Administrative Support Specialist	0	0	0	1
Administrative Secretary	1	1	1	1
Program Director	2	2	2	2
Secretary/Receptionist	1	1	1	1
Care Director	1	1	1	1
Custodian	2	2	2	2
Full-Time Positions	9	9	9	10
Driver	1	1	1	1
Clerical/After Hours	1	1	1	1
Nurse on Duty	1	1	1	1
Adult Day Care	5	5	5	5
Volunteer Coordinator	1	1	1	1
Resource Center	1	1	1	1
Part-Time Positions	10	10	10	10
Total Senior Citizens Center Allocation	19	19	19	20

	2015-2016 BUDGET YEAR					
	SENIOR CITIZENS DEPARTMENT					
DESCRIPTIONS	2012/2013 ACTUAL	2013/2014 ACTUAL	2014/2015 BUDGET	2014/2015 ESTIMATE	2015/2016 BUDGET	INCREASE (DECREASE)
EXPENDITURES						
PERSONNEL COSTS						
SALARIES & WAGES					517,617	
OVERTIME					700	
LONGEVITY					4,020	
TOTAL SALARIES & WAGES	416,010	421,142	432,376	432,376	522,337	89,961
SOCIAL SECURITY	30,313	31,376	33,076	33,077	39,959	6,883
MEDICAL - DENTAL	78,295	81,642	97,676	97,167	110,609	12,933
PENSION PLAN	34,212	33,888	21,121	21,121	30,564	9,443
RETIREMENT (401A)	623	645	3,627	3,627	6,980	3,353
LIFE INSURANCE/LTD	2,202	2,162	2,278	2,278	2,278	0
WORKERS' COMPENSATION	16,406	18,718	42,211	42,111	30,599	(11,612)
TOTAL PERSONNEL COSTS	578,061	589,573	632,365	631,757	743,326	110,961
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY - FLEET	4,835	2,296	2,950	2,856	2,925	(25)
VEHICLES & MACHINERY	20	558	500	500	500	0
OFFICE EQUIPMENT	2,202	3,562	3,500	5,000	5,000	1,500
RECREATIONAL EQUIPMENT	600	1,667	1,000	500	1,000	0
APPLIANCE REPAIR	0	988	2,500	1,000	2,500	0
BUILDINGS	17,928	20,486	20,000	20,000	20,000	0
	25,585	29,557	30,450	29,856	31,925	1,475
SUPPLIES						
POSTAGE	8,046	5,722	12,000	10,000	12,000	0
OFFICE	7,661	7,906	8,500	8,000	8,500	0
ADVERTISING & PRINTING	14,977	14,452	15,000	15,000	17,500	2,500
JANITORIAL	13,842	13,543	13,000	13,000	13,000	0
NURSE	4,303	1,731	2,000	1,800	2,000	0
FUEL	3,614	3,874	5,000	4,000	4,101	(899)
ACTIVITY SUPPLIES	38,817	37,393	46,500	40,000	40,000	(6,500)
TRIP EXPENSE	33,608	24,774	50,000	28,000	50,000	0
CLOTHING	1,114	1,136	1,200	1,000	1,200	0
ADULT DAY CARE	4,514	2,503	5,000	2,500	5,000	0
MISCELLANEOUS SUPPLIES	617	380	1,000	500	1,000	0
	131,113	113,414	159,200	123,800	154,301	(4,899)
INSURANCE						
AUTOMOBILE	1,214	2,264	2,264	2,264	2,264	0
	1,214	2,264	2,264	2,264	2,264	0
UTILITY SERVICE						
ELECTRIC	36,374	38,029	45,000	45,000	45,000	0
WATER & SEWER	5,945	6,506	6,500	7,500	7,500	1,000
GAS	7,504	9,284	10,000	9,000	10,000	0
TELEPHONE	1,647	1,656	1,700	1,700	1,700	0
CELLULAR TELEPHONE	403	360	600	600	600	0
	51,873	55,835	63,800	63,800	64,800	1,000
CONTRACTUAL SERVICES						
HEALTH SERVICES	2,291	2,500	2,500	2,500	2,500	0
	2,291	2,500	2,500	2,500	2,500	0
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	511	501	1,000	750	1,000	0
	511	501	1,000	750	1,000	0
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	955	725	1,200	500	1,200	0
COMPUTER SOFTWARE	1,130	1,700	3,000	1,700	3,000	0
TRAINING PERSONNEL	567	419	1,500	750	6,500	5,000
INSTRUCTION	38,719	37,256	38,000	40,000	40,000	2,000
DESIGNATED CONTRIBUTIONS	6,828	5,554	2,500	2,000	3,500	1,000
OTHER MISCELLANEOUS	1,334	383	4,000	2,500	4,000	0
	49,533	46,037	50,200	47,450	58,200	8,000
OPERATING BUDGET	840,181	839,681	941,779	902,177	1,058,316	116,537
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT - EQUIPMENT					2,000	
LIFT CHAIR - ADULT DAY CARE					2,000	
	16,768	22,370	15,000	16,000	4,000	(11,000)
TOTAL SENIOR CITIZENS DEPARTMENT	856,949	862,051	956,779	918,177	1,062,316	105,537



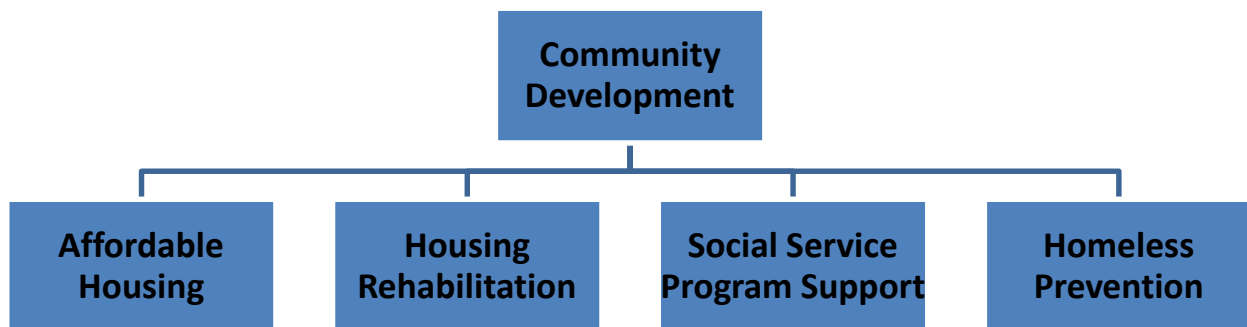
COMMUNITY DEVELOPMENT

DEPARTMENT SUMMARY

Effective FY 2014, Community Development Fund was moved into the General Fund as a department.

The Community Development Department administers the Community Development Block Grant (CDBG) program of Federal funds directed in three primary areas: affordable housing, social services, and economic development. Funding is appropriated by Congress through the U. S. Department of Housing and Urban Development (HUD) annually and is calculated on a formula that weighs population, poverty rates and housing data. As a condition of participating in the CDBG program, Murfreesboro commits to adopting a five-year Consolidated Plan that strategically addresses the three primary program areas. The City must also certify annually that it affirmatively furthers fair housing and has a current Analysis of Impediments to Fair Housing Choice. Projects are focused on low- and moderate-income residents. The Department serves as the City's liaison to the Murfreesboro/Rutherford County Homeless Task Force and administers the Emergency Solutions Grant (ESG) from the Tennessee Housing Development Agency (THDA).

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Use CDBG funds to support and improve living environments, suitable housing and improve the quality of life for low and moderate income Murfreesboro residents
- Continue implementation of the five-year Consolidated Plan and the annual Action Plan
- Utilizing the information from the analysis to fair housing impediments, design and implement programs to improve the range of housing available to all Murfreesboro residents

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- By improving low- and moderate-income neighborhoods and through the provision of social support services, aid in maintaining the economic health of all Murfreesboro neighborhoods
- Provide support to Room in the Inn, The Journey Home and other agencies that assist the homeless population
- Use CDBG funds to implement the Community Development Department's anti-poverty initiatives

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Monitor all CDBG projects and sub-recipients of grant funds for performance goals, timely use of funds and program compliance
- Participate in the customer service training for City personnel

ENGAGING OUR COMMUNITY

- Conduct a minimum of two public hearings in support of CDBG-funded activities
- Adhere to the Citizen Participation Plan

FY 2015 ACCOMPLISHMENTS

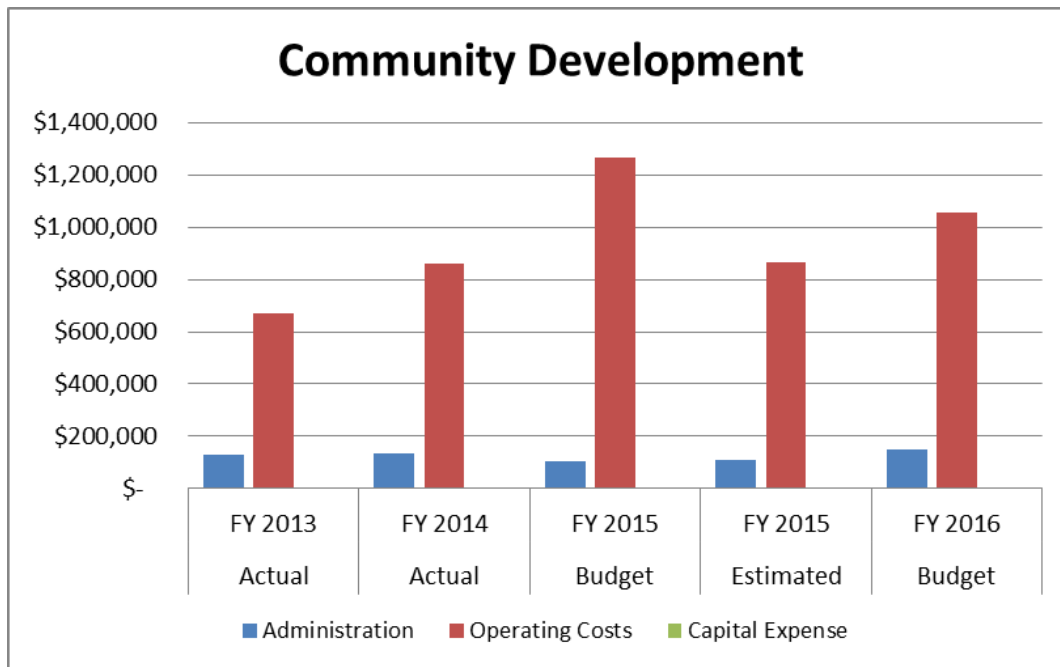
- Prepared and submitted to HUD the 2015-2020 Consolidated Plan/First-Year Action Plan
- Updated 2010 Analysis of Impediments to Fair Housing Choice
- Assisted 12 first-time home buyers with Affordable Housing Loans
- Assisted 12 homeowners with Housing Rehabilitation Loans
- Administered 15 Public Service Grants to agencies that provided services to more than 5,000 residents
- Administered Emergency Solutions Grant – Nine subrecipients provided services to the homeless and persons in danger of becoming homeless

FY 2016 GOALS

- Provide down payment assistance to income-eligible first-time home buyers
- Rehabilitate owner-occupied single-family homes
- Acquire homes to be used by nonprofits as affordable rental housing
- Acquire building lot for donation to Rutherford County Habitat for Humanity
- Assist low-income residents by providing Public Service Grants to eligible agencies and organizations
- Administer Emergency Solutions Grant

EXPENDITURE SUMMARY

	Community Development Department				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Administration	\$ 129,980	\$ 135,132	\$ 102,091	\$ 111,323	\$ 149,681
Operating Costs	\$ 671,739	\$ 862,835	\$ 1,267,852	\$ 863,620	\$ 1,056,924
Capital Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Total Community Dev. Fund	\$ 801,719	\$ 997,967	\$ 1,369,943	\$ 974,943	\$ 1,206,605



HUMAN RESOURCES SUMMARY

Community Development				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
Director	1	1	1	1
Grant Coordinator	1	1	1	1
Full-Time Positions	2	2	2	2
Secretary	1	1	1	1
Part-Time Positions	1	1	1	1
Total Community Development Fund Allocation	3	3	3	3

	2015-2016 BUDGET YEAR					
	COMMUNITY DEVELOPMENT DEPARTMENT					
	2013/2014	2014/2015	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
EXPENDITURES						
ADMINISTRATION						
SALARIES AND WAGES			75,218	75,218	94,256	19,038
SOCIAL SECURITY			5,754	5,754	7,211	1,457
MEDICAL - DENTAL			6,976	6,976	9,901	2,925
PENSION PLAN			7,616	7,616	10,683	3,067
LIFE INSURANCE/LTD			917	917	573	(344)
WORKERS' COMPENSATION			128	128	139	11
FAIR HOUSING			1,000	1,000	1,000	0
OFFICE SUPPLIES			2,500	2,500	2,500	0
TRAINING & TRAVEL			10,000	10,000	10,000	0
TELEPHONE			2,200	2,200	2,200	0
ADVERTISING			700	700	700	0
POSTAGE			600	600	600	0
HMIS-HOMELESS			0	0		0
OTHER MISCELLANEOUS			9,133	5,765	20,009	10,876
LESS: REIMB FROM NSP & ESG			(20,651)	(8,051)	(10,091)	10,560
	129,980	135,132	102,091	111,323	149,681	47,590
HOUSING REHAB						
SALARIES AND WAGES			51,109	48,609	26,064	(25,045)
SOCIAL SECURITY			3,910	3,910	1,994	(1,916)
MEDICAL - DENTAL			4,651	4,651	2,475	(2,176)
PENSION PLAN			5,078	5,078	2,671	(2,407)
LIFE INSURANCE/LTD					143	143
WORKERS' COMPENSATION			78	78	36	(42)
CDBG HOUSING PROJECTS			353,751	211,095	99,882	(253,869)
HOME REHAB PROJECTS			210,000	0	175,000	(35,000)
	284,000	325,265	628,577	273,421	308,265	(320,312)
AFFORDABLE HOUSING						
SALARIES AND WAGES			29,858	29,858	31,061	1,203
SOCIAL SECURITY			2,284	2,284	2,376	92
MEDICAL - DENTAL			5,999	5,999	6,249	250
PENSION PLAN			3,571	3,571	3,756	185
LIFE INSURANCE/LTD					202	202
WORKERS' COMPENSATION			51	51	43	(8)
HOUSING ASSISTANCE			160,000	120,000	120,000	(40,000)
HOUSING ASSISTANCE - NSP						
	142,886	200,949	201,763	161,763	163,687	(38,076)
ECONOMIC DEVELOPMENT						
MTSU/SBDC MICRO-ENTERPRISE PROJ.						0
	3,010					0

	2015-2016 BUDGET YEAR					
	COMMUNITY DEVELOPMENT DEPARTMENT					
DESCRIPTIONS	2013/2014 ACTUAL	2014/2015 ACTUAL	2014/2015 BUDGET	2014/2015 ESTIMATE	2015/2016 BUDGET	INCREASE (DECREASE)
PUBLIC SERVICE GRANTS					11,124	11,124
YOUTH PROGRAMS	23,000	7,500	12,000	12,000	12,000	0
CHILD ABUSE PREVENTION	7,500	10,000	10,000	10,000	10,000	0
LITERACY	15,000	15,000	10,000	10,000	10,000	0
ELDERLY PROGRAMS	6,000	11,000	11,000	11,000	11,000	0
PROPERTY ACQUISITION	25,000	23,001	30,000	20,924	234,000	204,000
HEALTHCARE	19,818	26,224	26,224	26,224	26,224	0
CHILD CARE SERVICES	7,500	7,500	5,000	5,000	5,000	0
JOB TRAINING ASSISTANCE	17,000	22,000	22,000	22,000	22,000	0
HOMELESS PREVENTION	5,000	10,833	11,886	11,886	11,886	0
BATTERED/ABUSED SPOUSES		7,500	7,500	7,500	7,500	0
STREET IMPROVEMENTS						
PUBLIC FACILITIES			113,000	113,000		(113,000)
NEIGHBORHOOD STABILIZATION (NSP)	21,267	2,151				
CDBG-R (STIMULUS)						
MHA ARRA (STIMULUS PASS THRU)						
EMERGENCY SOLUTIONS GRANT	94,758	193,912	178,902	178,902	224,238	45,336
TOTAL COMMUNITY DEVELOPMENT FUND	801,719	997,967	1,369,943	974,943	1,206,605	(163,338)



GOLF COURSE DEPARTMENT

DEPARTMENT SUMMARY

The City historically has operated two public golf courses: Old Fort Golf Course and the Veterans Administration (VA) Golf Course. The Old Fort Golf Club is an eighteen-hole championship course and plays host too many local and destination events. There are several local businesses that participate in afternoon golf leagues and along with the Old Fort Men's Golf Association, Ladies League, and Senior League help to make up a solid core of golfers. The VA Golf Course is a nine-hole facility leased by the City from the Federal Government and is an economical walking course that benefits the patients at the hospital as well as the community. The Golf Department added a six-hole short course, Bloomfield Links in the summer of 2013 that is located near Old Fort Golf Club on the old demolition landfill off Walter Hale Court. The property is owned by the City and must be monitored and maintained by the City from this time forward.

Rounds played at Old Fort Golf Club will be similar to 2014. The cold winter and unusually wet winter and spring could produce a late start to the season. Rounds at the Veterans Golf Course will remain similar as well. The economy continues to have an impact on our citizens and their discretionary funds. The change in the economy has required the department to reevaluate many of the practices and standards that are the basis of operations for golf courses. Continued emphasis will be placed on growing the game through new league participation at all facilities along with a renewed push to upgrade customer service and appreciation.

Information received by the City of Murfreesboro from the Veterans Administration has made it clear that a long term agreement between the two is not coming anytime soon. The City is currently in the first year of a three year contract signed between the City of Murfreesboro and the Veterans Administration and with this in mind the VA Golf Course will be operated for the upcoming fiscal year as in the past, with a minimal staff and minimal outlay of expenses, so that costs to the customer and the City can remain affordable.

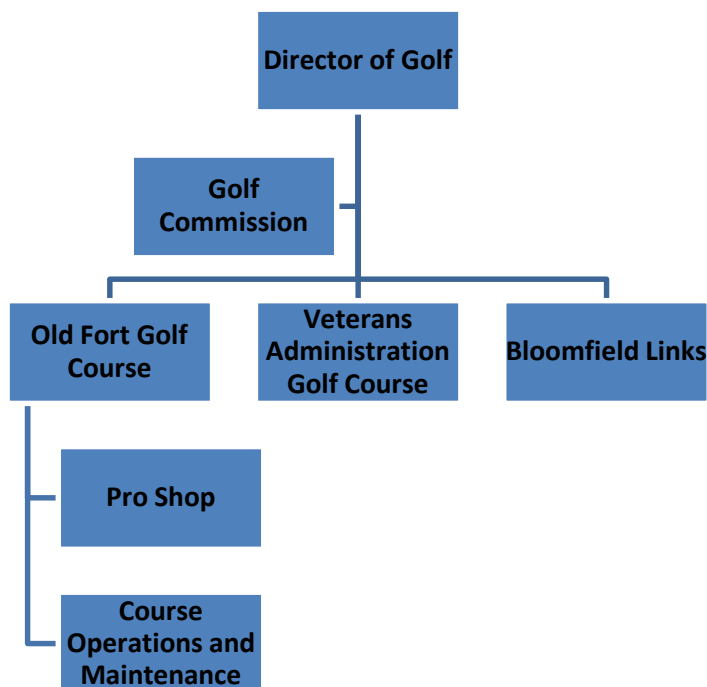
Old Fort's merchandising and concessions operations continue to be a focal point in both examination and change to meet the evolving needs and habits of the customer. Reallocation of time and scheduling will be an area of exploration in an attempt to minimize costs and boost potential revenue growth.

While Old Fort rounds are tending to fluctuate year to year, adding additional rounds will still be a priority for 2016 and beyond. Once again the course was utilized by many of the local high schools and both Middle Tennessee State University (MTSU) Men's and Women's golf teams. It is anticipated that this trend will continue for 2016. Old Fort Golf Club has negotiated with the Southern Athletic Association Conference to host the Fall Preview Tournament for 2015 and the Spring conference Championships for 2015 and 2016.

Bloomfield Links opened for a short time beginning October 12, 2013 before closing for the winter months. The course reopened in March 2014 for its first official season. Initial response to the facility was outstanding and several events are scheduled for the course this season. Multiple civic and local groups will make use of the facility to further grow golf and enhance their own programs. This facility will emphasize life skills and health opportunities and will offer a lower than normal fee structure so that all youth will have a never before offered opportunity to learn and participate in golf for a long time so the necessary skills can be mastered and passed on. The opening of this facility will help to grow the game and introduce youth and adults alike to the game of golf. The affordable short course will allow all our citizens to enjoy this new and exciting facility. Participation of individuals and businesses helped to make this opportunity a reality.

FootGolf was introduced at the Veterans Golf Course in July of 2014 and has been received very well by the regular golfers and foot golfers alike. The FootGolf course is set up inside the regular golf course and both sets of golfers can play and enjoy their sport together. FootGolf is new to the area and has only been in the United States for a short period of time. It seems to be catching on all across the country and so far it has helped revenues for the Veterans Course with little up-front costs and very little maintenance required. At this point it is expected to continue to grow and the positive impact on revenues indicates that we will continue to keep FootGolf for this coming year and hopefully for the future as well.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Provide quality golf recreation facilities for all interested residents
- Provide programs and courses aimed at providing affordable golf to all citizens, growing the game, and enhancing life skills and career opportunities

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Continued implementation of the FREquent Player Program
- Expand the number of paid rounds of golf
- Expand merchandising and concession revenues
- Implement Grow the Game initiatives at all facilities
- Provide programming that will introduce the game of golf and make the game faster and more enjoyable through new and innovative ways of teaching and presenting the game

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Old Fort Golf Course continues to be named among the best golf courses in Middle Tennessee
- Provide value for golfers via the FREquent Player Program, which offers discounts based upon purchases and participation
- Provide opportunity to our current and future customers to participate in the “Grow the game” initiatives in upcoming programs
- We will provide customers a chance to participate in a custom tour “Golf Ball Fitting” from Titleist Golf that is only available at a limited number of golf facilities
- All employees, full-time and part-time have participated in continual training in Service Excellence with an emphasis on showing appreciation for visiting our facilities.

ENGAGING OUR COMMUNITY

- Promote PGA of America “Grow the Game” initiatives
- Expand and grow Junior Programming at Old Fort Golf Club and Veterans Golf Course to include nearby local youth
- Initiate new opportunities in conjunction with the Parks and Recreation Department through never before offered junior golf leagues for ages 5-17
- Implementation of volunteer program for adults and youth to help maintain new junior facility and conduct programming
- A new volunteer program that engages adults to participate in the above mentioned youth programs
- Working closely with local civic and charitable organizations to offer opportunities to grow golf and engage community involvement

- Engage several citizens in volunteer work on Bloomfield Links programs for our youth
- Expanding golf programs into the City Schools and ESP beginning this summer with five schools currently enrolled to participate with up to twenty-five students from each school

FY 2015 ACCOMPLISHMENTS

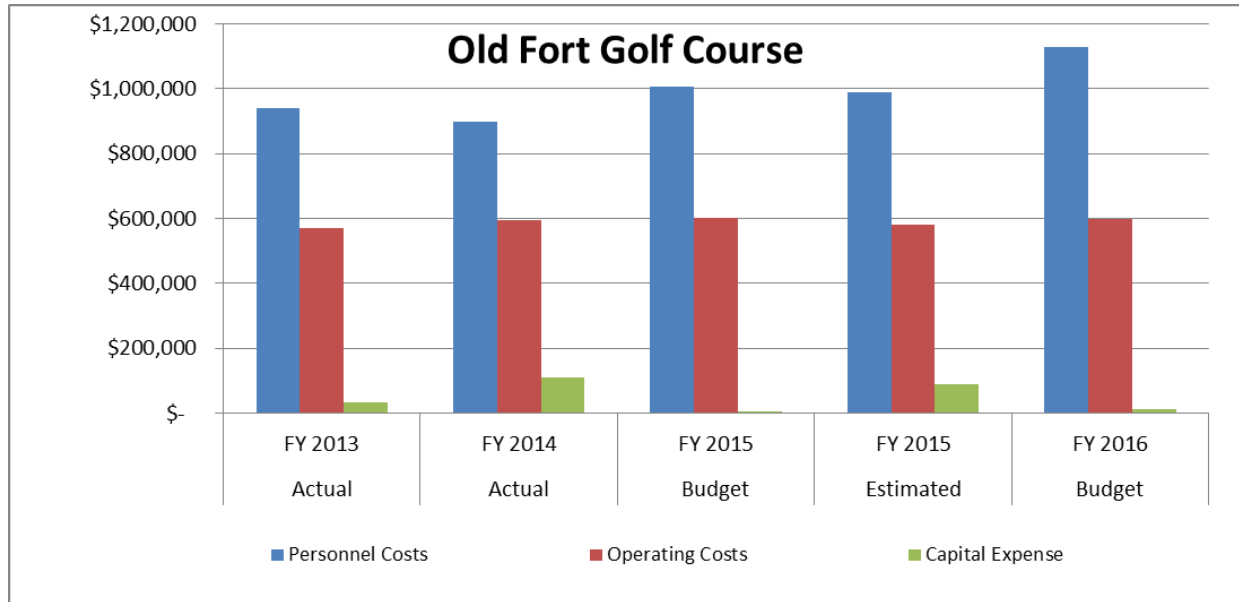
- Old Fort Golf Club was nominated for Junior Golf Leadership in Tennessee
- Provided in-service training to Murfreesboro Elementary PE teachers for the “SNAG”, Start New at Golf Program
- Eighty-two youth participated in the junior league the first year of existence
- Junior Clinics doubled in opportunity in 2014-15
- Old Fort hosted the Middle Tennessee Lady Raiders fall golf tournament for the fourth year
- The Southern Athletic Association Fall Preview was hosted for the first time in 2014 and is scheduled again for 2015
- The Southern Athletic Association Men’s and Women’s Championships have been scheduled for 2015 and 2016 and will take place in the spring at Old Fort Golf Club
- FootGolf was successfully introduced at the Veterans Golf Course in the summer of 2014 and has produced over \$10,000 in revenues as of February of this year with less than \$3,000 invested in the initial course set-up, including maintenance

FY 2016 DEPARTMENT GOALS

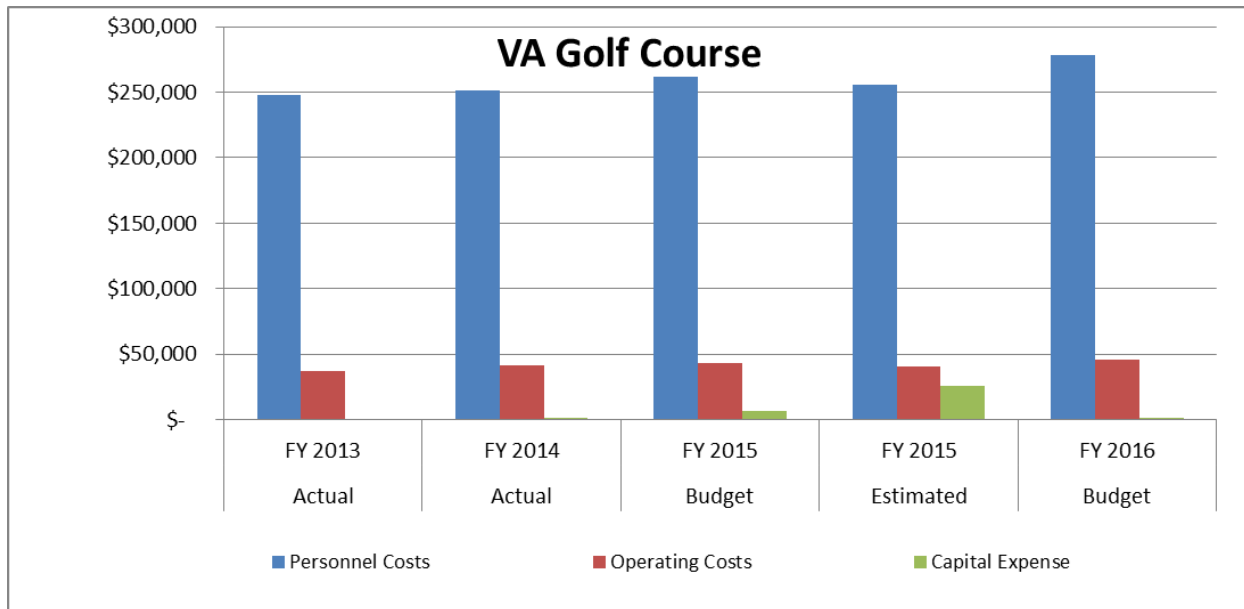
- Continue to improve our Service Excellence
- Implementation of Online Tee Times and a new POS
- New dedicated Website for the Golf Department
- Increase rounds at all facilities with increased opportunities for all ages and abilities
- Work with ESP After School Program and City Schools to introduce golf during the summer months. Currently five schools signed up to participate with up to 100 students
- Develop and fund the premier Junior Golf Program in the State of Tennessee
- Double or triple participation in the Junior League at Bloomfield Links
- Establish our first ever PGA Junior League team to play area golf course teams in match play events at each course
- Engage more citizens as volunteers to help with junior golf opportunities
- Acquire grant funding for Building Project at Bloomfield Links
- Re-establish couple golf league at Old Fort Golf Club
- Start OFMGA weekday league
- Start FootGolf League at Veterans Golf Course
- Tap into previously untapped market for beginners, ladies, and juniors
- Develop a business or industrial golf league

EXPENDITURE SUMMARY

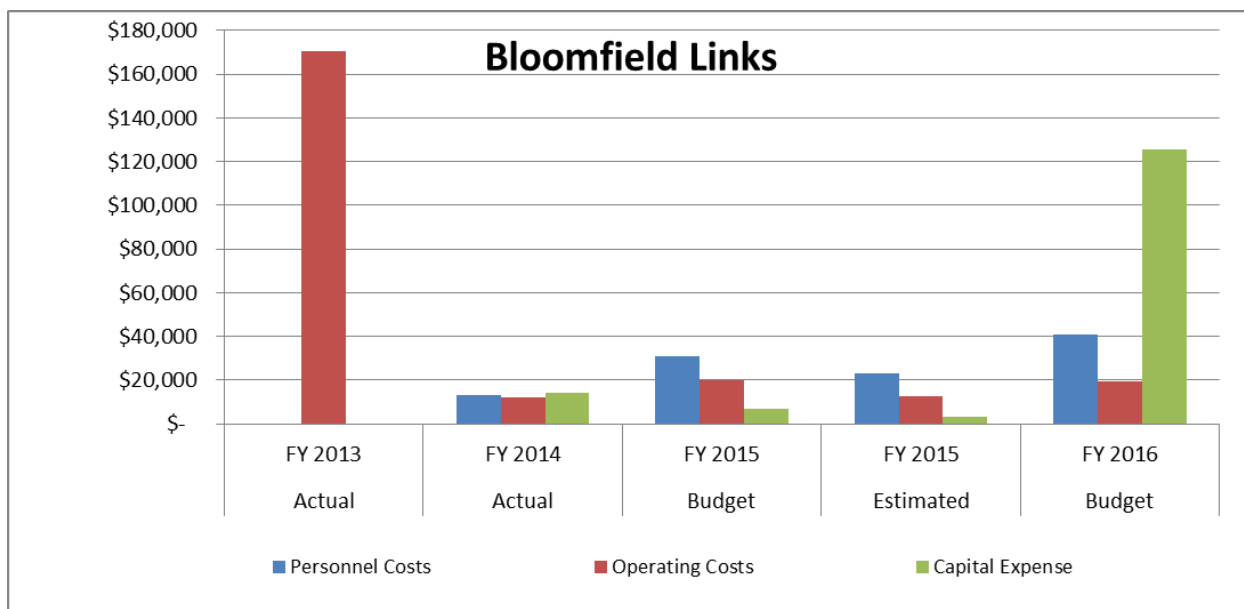
	Old Fort Golf Course				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 940,206	\$ 897,156	\$ 1,005,414	\$ 989,671	\$ 1,128,125
Operating Costs	\$ 570,930	\$ 595,835	\$ 601,357	\$ 580,738	\$ 599,509
Capital Expense	\$ 34,450	\$ 110,380	\$ 7,500	\$ 90,100	\$ 12,000
Total Old Fort Golf Course	\$ 1,545,586	\$ 1,603,371	\$ 1,614,271	\$ 1,660,509	\$ 1,739,634



	VA Golf Course				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 247,612	\$ 251,204	\$ 261,964	\$ 255,892	\$ 278,822
Operating Costs	\$ 36,761	\$ 41,486	\$ 43,508	\$ 40,743	\$ 45,650
Capital Expense	\$ -	\$ 335	\$ 6,200	\$ 25,368	\$ 1,500
Total VA Golf Course	\$ 284,373	\$ 293,025	\$ 311,672	\$ 322,003	\$ 325,972



	Bloomfield Links				
	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimated FY 2015	Budget FY 2016
Personnel Costs	\$ -	\$ 12,924	\$ 31,195	\$ 23,104	\$ 40,875
Operating Costs	\$ 170,788	\$ 12,100	\$ 20,054	\$ 12,600	\$ 19,307
Capital Expense	\$ -	\$ 14,332	\$ 7,000	\$ 3,200	\$ 125,500
Total Bloomfield Links	\$ 170,788	\$ 39,356	\$ 58,249	\$ 38,904	\$ 185,682



HUMAN RESOURCES SUMMARY

Public Golf Course				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
Golf Director	1	1	1	1
Head Golf Professional	1	1	1	1
Shop Manager	2	2	2	2
Golf Facility Supervisor (VA)	1	1	1	1
Food Service Manager	1	1	1	1
Department Coordinator	1	1	1	1
Turf Care Manager	1	1	1	1
Turf Care Supervisor	1	1	1	1
Lead Groundskeeper (VA)	1	1	1	1
Equipment Mechanic	1	1	1	1
Irrigation Technician	1	1	1	1
Landscaper/Greenskeeper	2	2	2	2
Full-Time Positions	14	14	14	14
P/T Golf Shop Personnel	25	28	28	28
P/T Maintenance Personnel	13	13	13	13
Part-Time Positions	38	41	41	41
Total Public Golf Allocation	52	55	55	55

	2015-2016 BUDGET YEAR					
	PUBLIC GOLF COURSE DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
OLD FORT						
PERSONNEL COSTS						
SALARIES & WAGES	582,843	530,349	606,709	606,709	636,510	29,801
PART TIME EMPLOYEES	159,629	166,837	195,344	150,914	229,783	34,439
LONGEVITY				12,540	11,760	11,760
TOTAL SALARIES & WAGES	742,472	697,186	802,053	770,163	878,053	76,000
SOCIAL SECURITY	54,706	52,211	61,357	61,357	67,171	5,814
MEDICAL - DENTAL	133,075	142,767	154,835	154,835	181,214	26,379
PENSION PLAN	68,313	66,887	69,622	69,662	70,882	1,260
RETIREMENT (401A)			763	763	3,058	2,295
LIFE INSURANCE/LTD	3,940	3,926	4,500	4,500	4,500	0
WORKERS' COMPENSATION	24,442	25,342	4,749	22,590	19,725	14,976
SALARY ALLOTMENT TO V.A. GOLF	(86,742)	(91,163)	(92,465)	(94,199)	(96,478)	(4,013)
TOTAL PERSONNEL COSTS	940,206	897,156	1,005,414	989,671	1,128,125	122,711
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY - FLEET	1,812	46	983	97	975	(8)
VEHICLES & MACHINERY	24,837	25,435	27,500	27,500	30,000	2,500
OFFICE EQUIPMENT	4,166	12,254	5,000	5,000	6,000	1,000
EQUIPMENT RENTAL	1,028	1,061	2,000	2,000	2,500	500
GROUNDS & LAWNS	439	9,210	3,500	1,500	3,500	0
BUILDINGS	7,207	7,432	8,000	8,000	10,000	2,000
	39,489	55,438	46,983	44,097	52,975	5,992
MATERIAL						
SAND-CEMENT-LUMBER	8,775	6,160	11,000	11,000	11,000	0
	8,775	6,160	11,000	11,000	11,000	0
SUPPLIES						
AGRICULTURAL	80,447	83,360	79,500	79,500	81,500	2,000
FREIGHT AND POSTAGE	315	194	500	500	500	0
OFFICE	2,285	2,365	2,500	2,500	2,500	0
NEWSPAPERS & MAGAZINES			50	50	50	0
ADVERTISING	809	702	10,000	5,000	5,000	(5,000)
EMPLOYEE / COMMISSION	754	494	600	600	600	0
JANITORIAL	5,236	5,418	6,000	5,500	6,000	0
FUEL	14,073	18,043	16,000	15,500	16,500	500
HAND TOOLS & HARDWARE	575	1,641	1,500	1,500	1,500	0
CLOTHING	924	2,382	3,000	3,000	3,000	0
GOLF SHOP	2,822	4,179	4,000	4,000	4,000	0
DRIVING RANGE	3,385	3,055	3,500	3,500	4,000	500
GOLF COURSE	3,110	1,822	4,000	3,000	3,000	(1,000)
LANDSCAPING	2,324	8,575	4,000	4,000	6,500	2,500
MISCELLANEOUS SUPPLIES	5,538	4,015	7,000	7,000	7,000	0
	122,597	136,245	142,150	135,150	141,650	(500)
INSURANCE						
GENERAL LIABILITY	665	665	665	665	665	0
GENERAL	3,316	2,967	3,500	3,086	3,086	(414)
AUTOMOBILE	1,460	1,315	812	812	812	0
PROPERTY INSURANCE	1,000	1,000	1,000	1,000	1,000	0
	6,441	5,947	5,977	5,563	5,563	(414)

	2015-2016 BUDGET YEAR					
	GOLF DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
UTILITY SERVICE						
ELECTRIC	52,166	52,470	54,000	54,000	56,000	2,000
WATER & SEWER	7,028	6,815	7,500	7,500	8,000	500
TELEPHONE	1,393	1,395	1,500	1,400	1,500	0
	60,587	60,680	63,000	62,900	65,500	2,500
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	1,851	1,461	2,000	2,000	2,000	0
	1,851	1,461	2,000	2,000	2,000	0
MISCELLANEOUS EXPENSE						
BANK FEES - CREDIT CARDS	20,293	21,770	23,000	23,000	23,000	0
GOLF ASSOCIATION	13,035	11,071	14,000	12,600	15,000	1,000
ASSOCIATION DUES	1,393	1,763	1,900	1,900	2,500	600
TRAINING PERSONNEL	928	884	1,000	900	1,000	0
PURCHASES FOR RESALE	234,002	234,963	225,000	220,000	215,000	(10,000)
SALES TAX	61,047	58,886	65,247	60,628	63,121	(2,126)
OTHER MISCELLANEOUS	492	567	100	1,000	1,200	1,100
	331,190	329,904	330,247	320,028	320,821	(9,426)
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					2,500	
SECURITY SYSTEM/SOUND UPGRADE					7,000	
CREDIT CARD CHIP READERS					2,500	
	34,450	110,380	7,500	90,100	12,000	4,500
TOTAL OLD FORT EXPENDITURES	1,545,586	1,603,371	1,614,271	1,660,509	1,739,634	125,363

	2015-2016 BUDGET YEAR					
	PUBLIC GOLF COURSE DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
VETERANS ADMINISTRATION						
PERSONNEL COSTS						
SALARIES & WAGES	84,122	80,358	85,798	82,233	85,507	(291)
PART TIME EMPLOYEES	39,550	42,567	44,078	40,082	56,579	12,501
LONGEVITY				1,920	2,040	2,040
TOTAL SALARIES & WAGES	123,672	122,925	129,876	124,235	144,126	14,250
SOCIAL SECURITY	9,087	9,139	9,936	9,504	11,026	1,090
MEDICAL - DENTAL	15,749	15,443	17,175	17,175	18,276	1,101
PENSION PLAN	9,614	9,950	10,016	10,016	10,534	518
LIFE INSURANCE/LTD	566	585	650	650	650	0
WORKERS' COMPENSATION	2,180	1,999	1,847	1,847	1,745	(102)
SALARY ALLOTMENT FROM OFGC	86,744	91,163	92,465	92,465	92,465	0
TOTAL PERSONNEL COSTS	247,612	251,204	261,964	255,892	278,822	16,858
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY - FLEET	10	51	1,102	48	496	(606)
VEHICLES & MACHINERY	5,917	5,799	6,000	6,000	6,750	750
EQUIPMENT RENTALS	80	80	150	246	300	150
BUILDINGS	1,242	2,676	2,000	2,000	3,000	1,000
	7,249	8,606	9,252	8,294	10,546	1,294
MATERIAL						
SAND-CEMENT-LUMBER	1,919	347	2,000	2,000	1,500	(500)
	1,919	347	2,000	2,000	1,500	(500)
SUPPLIES						
AGRICULTURAL	3,379	4,389	5,500	5,500	6,500	1,000
OFFICE	279	161	300	400	400	100
EMPLOYEE / COMMISSION	32		100	13	100	0
JANITORIAL	320	252	375	300	300	(75)
FUEL	3,511	3,280	3,503	2,839	3,453	(50)
HAND TOOLS & HARDWARE	177	140	350	350	350	0
CLOTHING	0	225	300	300	500	200
GOLF SHOP	685	645	800	700	700	(100)
GOLF COURSE	200	3,601	1,200	1,200	1,500	300
LANDSCAPING	1,596	1,965	500	500	500	0
MISCELLANEOUS SUPPLIES	970	1,103	1,300	1,300	1,500	200
	11,149	15,761	14,228	13,402	15,803	1,575
INSURANCE						
AUTOMOBILE	1,226	1,081	578	578	578	0
	1,226	1,081	578	578	578	0
UTILITY SERVICE						
ELECTRIC	5,782	6,403	6,500	6,500	6,750	250
WATER & SEWER	189	176	500	200	250	(250)
TELEPHONE	962	1,132	1,100	1,344	1,400	300
	6,933	7,711	8,100	8,044	8,400	300

	2015-2016 BUDGET YEAR					
	GOLF DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	0		300	150	250	(50)
	0		300	150	250	(50)
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	299	299	350	299	300	(50)
TRAINING PERSONNEL	148	148	200	99	200	0
PURCHASES FOR RESALE	5,935	5,805	6,500	6,000	6,000	(500)
SALES TAX	1,692	1,503	1,750	1,667	1,823	73
OTHER MISCELLANEOUS	211	225	250	210	250	0
	8,285	7,980	9,050	8,275	8,573	(477)
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT OF EQUIPMENT					1,500	
	0	335	6,200	25,368	1,500	(4,700)
TOTAL VET. ADMIN. EXPENDITURES	284,373	293,025	311,672	322,003	325,972	14,300

	2015-2016 BUDGET YEAR					
	GOLF DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
<u>BLOOMFIELD</u>						
<u>PERSONNEL COSTS</u>						
PART TIME EMPLOYEES			28,601	20,510	37,786	9,185
TOTAL SALARIES & WAGES		12,185	28,601	20,510	37,786	9,185
SOCIAL SECURITY		739	2,188	2,188	2,891	703
WORKERS' COMPENSATION			406	406	198	(208)
		12,924	31,195	23,104	40,875	9,680
<u>OPERATION AND MAINTENANCE</u>						
VEHICLES AND MACHINERY-FLEET		1,088	200	0	100	(100)
VEHICLES AND MACHINERY			2,000	1,000	3,000	1,000
EQUIPMENT RENTALS			100	150	300	200
BUILDINGS			1,000	200	500	(500)
		1,088	3,300	1,350	3,900	600
<u>MATERIALS</u>						
SAND-CEMENT-LUMBER		799	1,000	1,000	1,000	0
		799	1,000	1,000	1,000	0
<u>SUPPLIES</u>						
AGRICULTURAL		3,963	6,000	6,000	6,000	0
OFFICE			150	0	100	(50)
EMPLOYEE/COMMISSION			100	0	100	0
JANITORIAL		16	500	100	400	(100)
FUEL			1,200	600	600	(600)
HAND TOOLS & HARDWARE		296	300	300	300	0
CLOTHING		64	300	200	500	200
GOLF SHOP		1,143	1,000	750	750	(250)
GOLF COURSE		1,425	1,000	500	500	(500)
LANDSCAPING		1,355		250	1,000	1,000
MISCELLANEOUS OPERATING		795	1,000	1,000	1,000	0
		9,057	11,550	9,700	11,250	(300)
<u>INSURANCE</u>						
GENERAL			150	150	150	0
		0	150	150	150	0
<u>UTILITY SERVICES</u>						
ELECTRIC		306	2,000	300	1,000	(1,000)
WATER AND SEWER			500	100	500	0
		306	2,500	400	1,500	(1,000)
<u>MISCELLANEOUS EXPENSE</u>						
PURCHASES FOR RESALE			1,000	0	1,000	0
SALES TAX			254	0	207	(47)
OTHER MISCELLANEOUS		850	300	0	300	0
		850	1,554	0	1,507	(47)
<u>ADDITION TO FIXED ASSETS</u>						
NORMAL REPLACEMENT OF EQUIPMENT					500	
BUILDING					125,000	
		14,332	7,000	3,200	125,500	118,500
TOTAL BLOOMFIELD EXPENDITURES	170,788	39,356	58,249	38,904	185,682	127,434
		202				
TOTAL GOLF DEPARTMENT	2,000,747	1,935,752	1,984,192	2,021,416	2,251,288	267,096



SOLID WASTE DEPARTMENT

DEPARTMENT SUMMARY

The Murfreesboro Solid Waste Department provides the residents and business community of this City with an environmentally-safe and cost-effective integrated waste management system for non-hazardous solid waste. Above all, the department maintains and exceeds compliance with all Tennessee Department of Environment and Conservation waste disposal regulations. The department provides five-day-a-week service and operates a convenience center for trash hauling and recycling on Main Street, as well as a composting facility on Florence Road. It also promotes and provides solutions to household hazardous waste disposal.

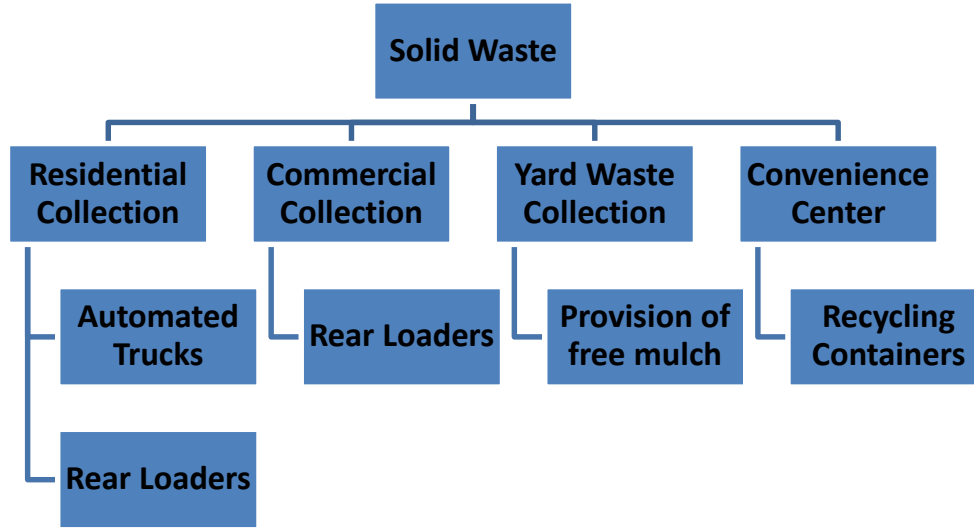
The Solid Waste Department is instrumental to the City providing safe and livable neighborhoods by quickly reducing garbage and removing yard waste. The department provides solid waste collection and disposal service for approximately 43,000 households and 6,000 businesses, with more than 51,000 cans being serviced weekly. Solid waste collected at the Main Street convenience center is transported by Republic Services to approved recycling centers or for other disposition.

In 1997, the City implemented a program to collect yard waste with a goal of reducing grass, brush and leaves from the landfill. In 2014 the Solid Waste Department through its mulching program the Hogzilla ground 30,988 tons of yard waste. Each year the Solid Waste Department processes double grind mulch, which the department windrows into static piles to make black mulch. The double grind mulch is free to residents starting the first Monday in March. In 2014 the Solid Waste Department loaded 10,000 cubic yards of the double grind mulch for use by the residents of Murfreesboro. The Solid Waste Department also was able to provide the Urban and Environmental Department the mulch for the re-mulching project on Old Fort Parkway. The Solid Waste Department was able to assist the Storm Water and Parks and Recreation Departments in their mulching projects.

The operating budget for the Solid Waste Department has increased \$11,192.00 from the FY 2015 budget.

With the purchase of new collection vehicles currently underway, additional operating savings from vehicle maintenance are expected in the FY 2016 budget (-\$8,808). Reductions in automobile insurance (-\$18,387) help offset modest increases in fuel cost (\$9,011) and disposal fees (\$1,500). The Solid Waste Department logged 398,345 miles collecting residential garbage, yard waste from the residents of the City of Murfreesboro. Last budget year, the department picked up 33,944 tons of garbage and 30,988 tons of brush.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Assists in providing safe and livable neighborhoods by quickly reducing garbage and removing yard waste
- In November 2015, the Solid Waste Department, TDEC and Rutherford County Solid Waste will host a hazardous waste roundup for the residents of Murfreesboro and Rutherford County at the Public Works Facility.

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Provide efficient and cost effective disposal of the City's solid waste
- The Solid Waste Department will be hosting "train the trainer " driver safety courses for various departments

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Provide extraordinary service and follow up to customer issues
- Participate in the customer service training sessions

ENGAGING OUR CITIZENS

- 10,000 plus contacts Monday, Tuesday, Thursday, and Friday
- Trash collections for Jazz Fest, Uncle Dave Macon Days, Music on the Square, the Farmer's Market on the Square, Rally in the Alleys and TSSAA Spring Fling

- Serve over 1,250 recycling drop-offs per week at the City of Murfreesboro's Convenience Center on East Main Street
- 1st Monday in March, 2016 the Solid Waste Department double ground mulch will be available to residents for free

FY 2015 ACCOMPLISHMENTS

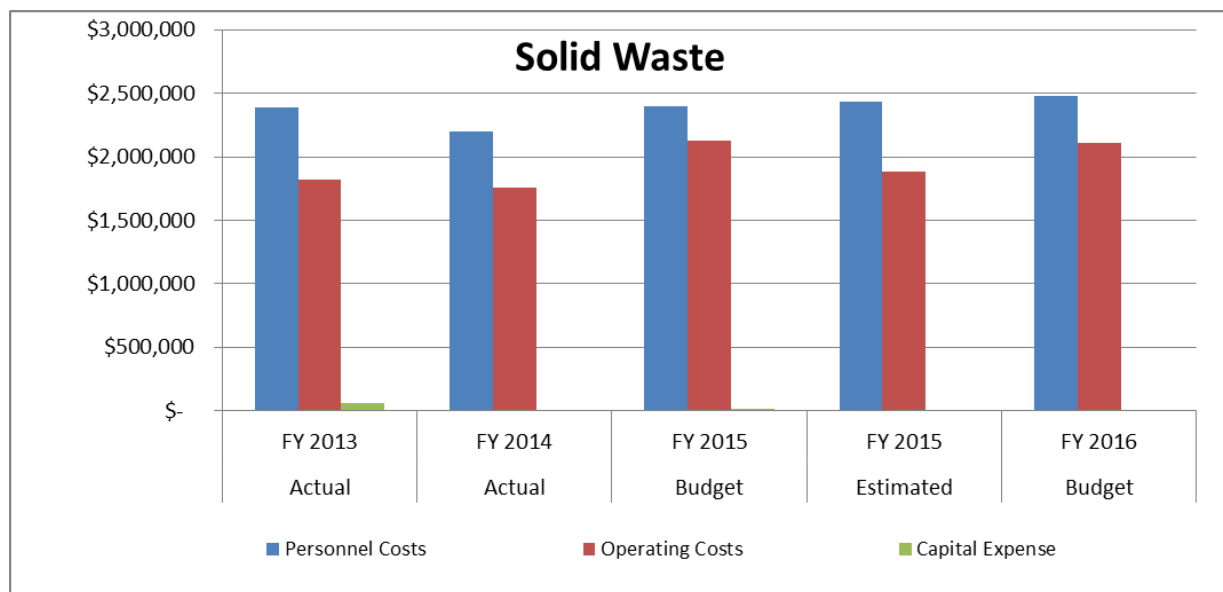
- Expanding the City's recycling capability by adding recycling capacity at the convenience center.
- Facilitating more recycling in the Parks and Recreation Department.

FY 2016 DEPARTMENT GOALS

- To increase the use of the Solid Waste Mulch into more City projects

EXPENDITURE SUMMARY

	Solid Waste				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 2,386,739	\$ 2,201,358	\$ 2,396,506	\$ 2,431,417	\$ 2,475,869
Operating Costs	\$ 1,821,291	\$ 1,758,252	\$ 2,128,029	\$ 1,886,999	\$ 2,104,956
Capital Expense	\$ 58,136	\$ 150	\$ 12,000	\$ 2,500	\$ 2,500
Total Solid Waste Fund	\$ 4,266,166	\$ 3,959,760	\$ 4,536,535	\$ 4,320,916	\$ 4,583,325



HUMAN RESOURCE SUMMARY

Solid Waste Department				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
Director	1	1	1	1
Assistant Director	1	1	1	1
Department Coordinator	1	1	1	1
Administrative Secretary	1	1	1	1
Equipment Operator	3	2	2	2
Driver	32	30	30	29
Laborer	2	4	4	5
Convenience Center Attendent	1	1	1	1
Full-Time Positions	42	41	41	41
Convenience Center Employees	3	1	1	1
Part-Time Positions	3	1	1	1
Total Solid Waste Allocation	45	42	42	42

	2015-2016 BUDGET YEAR					
	SOLID WASTE DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
EXPENDITURES						
PERSONNEL COSTS						
SALARIES & WAGES					1,562,495	1,562,495
PART-TIME					7,946	7,946
OVERTIME						0
LONGEVITY					29,340	29,340
TOTAL SALARIES & WAGES	1,473,761	1,428,986	1,564,338	1,564,338	1,599,781	35,443
SOCIAL SECURITY	105,661	101,590	119,672	119,672	122,383	2,711
MEDICAL - DENTAL	396,658	406,951	479,381	479,381	498,069	18,688
PENSION PLAN	158,594	145,901	158,762	158,762	158,638	(124)
RETIREMENT (401A)	2,783	2,407	9,425	9,425	13,345	3,920
LIFE INSURANCE/LTD	9,897	9,549	10,317	10,317	10,317	0
WORKERS' COMPENSATION	239,385	105,974	54,611	89,522	73,336	18,725
TOTAL PERSONNEL COSTS	2,386,739	2,201,358	2,396,506	2,431,417	2,475,869	79,363
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	954,958	928,049	1,091,123	966,136	1,081,901	(9,222)
VEHICLES & MACHINERY	26,253	33,974	30,000	30,000	30,000	0
RADIOS		3,442				
OFFICE EQUIPMENT	2,576	1,602	6,000	2,980	6,000	0
BUILDINGS	16,684	18,230	20,000	33,950	20,000	0
	1,000,471	985,297	1,147,123	1,033,066	1,137,901	(9,222)
SUPPLIES						
POSTAGE	185	127	400	400	400	0
OFFICE	3,177	5,105	6,000	4,890	6,000	0
ADVERTISING	1,057	1,002	2,600	2,500	2,600	0
EMPLOYEE	47	39	500	300	500	0
JANITORIAL	28,968	27,730	32,000	29,800	32,000	0
BULK GASOLINE	457,976	467,150	511,471	427,000	514,482	3,011
HAND TOOLS & HARDWARE	881	2,018	4,000	3,000	4,000	0
CLOTHING	19,187	13,050	17,000	15,790	17,000	0
SAFETY SUPPLIES	3,674	3,084	6,500	5,700	6,500	0
MISCELLANEOUS SUPPLIES	40	247	500	300	500	0
	515,192	519,552	580,971	489,680	583,982	3,011
INSURANCE						
AUTOMOBILE	100,203	122,252	133,360	116,726	114,973	(18,387)
	100,203	122,252	133,360	116,726	114,973	(18,387)
UTILITY SERVICE						
ELECTRIC	27,970	29,183	31,500	30,000	31,500	0
WATER AND SEWER	20,433	16,511	21,500	21,500	21,500	0
GAS	4,371	4,945	6,500	6,500	6,500	0
TELEPHONE	2,311	2,364	5,000	2,800	5,000	0
CELLULAR PHONE	1,030	1,487	1,500	1,022	1,500	0
	56,115	54,490	66,000	61,822	66,000	0
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	6,866	7,299	7,200	7,200	7,200	0
	6,866	7,299	7,200	7,200	7,200	0

	2015-2016 BUDGET YEAR					
	SOLID WASTE DEPARTMENT					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
MISCELLANEOUS EXPENSE						
DISPOSAL FEES	2,842	2,824	3,500	4,500	5,000	1,500
DISPOSAL CARTS	136,856	64,256	175,000	166,500	175,000	0
ASSOCIATION DUES	289	240	375	375	400	25
TRAINING PERSONNEL	552	150	10,000	3,500	10,000	0
SALES TAX	1,066	993	1,500	1,500	1,500	0
OTHER MISCELLANEOUS	839	899	3,000	2,130	3,000	0
	142,444	69,362	193,375	178,505	194,900	1,525
OPERATING BUDGET	4,208,030	3,959,610	4,524,535	4,318,416	4,580,825	56,290
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT - FURN & EQUIP					2,500	
	58,136	150	12,000	2,500	2,500	(9,500)
TOTAL SOLID WASTE DEPARTMENT	4,266,166	3,959,760	4,536,535	4,320,916	4,583,325	46,790



HEALTH, EDUCATION AND WELFARE

DEPARTMENT SUMMARY

The Health, Education and Welfare budget includes funding for other government agencies, economic development, tourism and non-City agencies that provide services to Murfreesboro residents. Outside agencies must provide services to Murfreesboro and submit funding requests. Funding for agencies is limited to \$2,500 in the first year. These agencies provide a variety of aid and services that are not provided by the City, but benefit our residents.

For FY 2016, there is an increase of \$151,002 for the Linebaugh and Glanton Public Libraries. By agreement with Rutherford County funding for the Public Library system is divided on a 44% City and 56% County basis.

The Chamber of Commerce funding includes a proposed \$30,968 increase. This increase is formula driven whereby the City allocates a portion of the hotel/motel tax. This contribution is for the support of the tourism efforts of the Chamber of Commerce and hotel motel taxes are projected to increase, which in turn increases the allocation to the Chamber.

IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Support many community agencies that offer services aimed at improving the quality of life

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

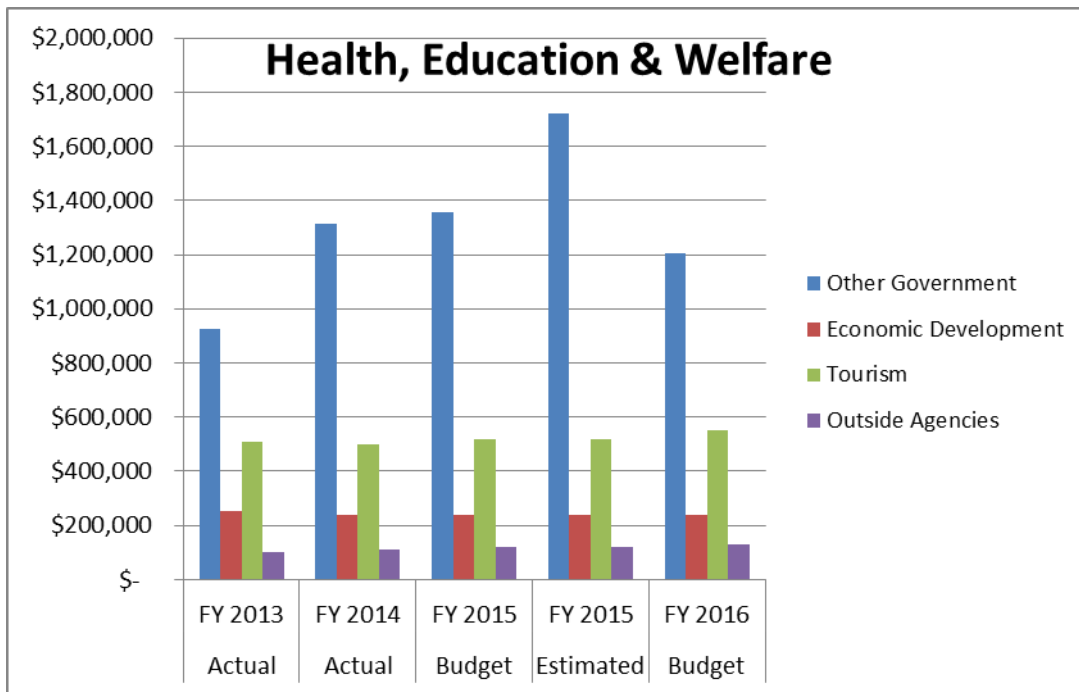
- Provide an array of services at more affordable costs in many instances than government
- Support of the Chamber of Commerce and its Economic Development programs, which create and retain jobs and foster investment in the community
- Funding for Destination Rutherford, a public-private partnership that has created thousands of jobs in Rutherford County.

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- The focus on tourism programs and activities that are funded to enhance our quality of life and generate sales and hotel motel tax revenues

EXPENDITURE SUMMARY

	Health, Education & Welfare				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Other Government	\$ 927,311	\$ 1,312,799	\$ 1,356,287	\$ 1,719,096	\$ 1,204,956
Economic Development	\$ 254,750	\$ 239,750	\$ 239,750	\$ 239,750	\$ 239,750
Tourism	\$ 508,461	\$ 501,604	\$ 518,992	\$ 519,267	\$ 549,460
Outside Agencies	\$ 103,245	\$ 109,001	\$ 118,890	\$ 120,279	\$ 128,890
Total Health, Education & Welfare	\$ 1,793,767	\$ 2,163,154	\$ 2,233,919	\$ 2,598,392	\$ 2,123,056



HUMAN RESOURCES SUMMARY

None

	2015-2016 BUDGET YEAR					
	PUBLIC HEALTH, EDUCATION AND WELFARE					
DESCRIPTIONS	2012/2013 ACTUAL	2013/2014 ACTUAL	2014/2015 BUDGET	2014/2015 ESTIMATE	2015/2016 BUDGET	INCREASE (DECREASE)
CASH BUDGET PAYMENTS						
OTHER GOVERNMENTAL AGENCIES						
TO STATE FOR LOCAL HEALTH DEPT.	11,000	11,000	11,000	11,000	11,000	0
EMERGENCY MANAGEMENT SERVICES				29,475	31,000	31,000
TENN REHABILITATION CENTER	45,000	51,000	51,000	51,000	51,000	0
LINEBAUGH LIBRARY-MATCH COUNTY	721,527	751,974	783,174	783,174	892,571	109,397
MYRTLE GLANTON LORD LIBRARY	84,784	94,492	106,780	106,780	148,385	41,605
RUTHERFORD CO. ANIMAL CONTROL	65,000	68,500	68,500	68,500	68,500	0
RUTHERFORD CO. SOIL CONSERV. DISTRICT		2,500	2,500	2,500	2,500	0
MIDDLE TN STATE UNIVERSITY		333,333	333,333	666,667		(333,333)
	927,311	1,312,799	1,356,287	1,719,096	1,204,956	(151,331)
ECONOMIC DEVELOPMENT						
CHAMBER OF COMMERCE:						
ECONOMIC DEVELOPMENT DEPT.	97,250	97,250	97,250	97,250	97,250	0
COMMUNITY NEEDS ASSESSMENT	15,000					
MURFREESBORO ECONOMIC DEV.	22,500	22,500	22,500	22,500	22,500	0
DESTINATION RUTHERFORD	120,000	120,000	120,000	120,000	120,000	0
	254,750	239,750	239,750	239,750	239,750	0
TOURIST ORIENTED						
CHAMBER OF COMMERCE	325,280	341,415	358,992	358,992	389,960	30,968
RUTHERFORD COUNTY CVB - TSSAA	25,000	25,000	25,000	25,000	25,000	0
CENTER FOR THE ARTS	25,000	25,000	25,000	25,000	25,000	0
UNCLE DAVE MACON DAYS	5,000	8,000	8,000	8,000	10,000	2,000
DISCOVERY HOUSE	20,000	20,000	20,000	20,000	20,000	0
MAIN STREET	37,500	37,500	37,500	37,500	40,000	2,500
M'BORO YOUTH ORCHESTRA	7,500	7,500	7,500	7,500	7,500	0
MURFREESBORO SYMPHONY ORCHESTRA	10,000	10,000	10,000	10,000	12,500	2,500
OAKLANDS ASSOCIATION	15,000	15,000	15,000	15,000	15,000	0
AREA 16 - SPECIAL OLYMPICS	2,000	2,000	2,000	2,000	2,000	0
BRADLEY ACADEMY HISTORICAL ASSOC	7,854	7,689	7,500	7,500		(7,500)
BRADLEY ACADEMY - UTILITIES				275		0
MURFREESBORO LITTLE THEATER	25,827					
INTERNATIONAL FOLKLORIC SOCIETY	2,500	2,500	2,500	2,500	2,500	0
	508,461	501,604	518,992	519,267	549,460	30,468
OUTSIDE AGENCIES						
RUTHERFORD CO. CRIME STOPPERS	5,000	5,000	5,000	5,000	5,000	0
PRIMARY CARE & HOPE CLINIC	10,000	10,000	10,000	10,000	10,000	0
EXCHANGE CLUB FAMILY CENTER	6,000	6,000	6,000	6,000	6,000	0
DOMESTIC VIOLENCE PROGRAM	10,000	10,000	10,000	10,000	10,000	0
MEALS ON WHEELS PROGRAM	10,000	10,000	10,000	10,000	10,000	0
LEADERSHIP RUTHERFORD	1,500	1,500	1,500	1,500	1,500	0
CASA OF RUTHERFORD COUNTY	5,000	5,000	5,000	5,000	5,000	0
PREGNANCY SUPPORT CENTER	3,500	3,500	3,500	3,500	3,500	0
BOYS AND GIRLS CLUB	2,500	2,500	6,000	6,000	6,000	0
CHILD ADVOCACY CENTER	5,000	7,500	7,500	7,500	7,500	0
CHILD ADVOCACY CENTER - UTILITIES	7,245	8,501	12,390	13,779	12,390	0
MARTIN LUTHER KING SCHOLARSHIP	2,000	4,000	4,000	4,000	6,000	2,000
SPECIAL KID'S INC.	10,000	10,000	10,000	10,000	10,000	0
SECOND HARVEST FOOD BANK	2,000	2,000	2,000	2,000	2,500	500
SEXUAL ASSAULT SERVICE PROGRAM	2,500	2,500	2,500	2,500	2,500	0
GENERATION FOR CREATION, INC.	2,500	2,500	2,500	2,500	2,500	0
READ TO SUCCEED	4,000	4,000	4,000	4,000	6,000	2,000
JOURNEYS IN COMMUNITY LIVING	10,000	10,000	10,000	10,000	10,000	0
GREENHOUSE MINISTRIES			2,500	2,500	5,000	2,500
CITY SCHOOLS FOUNDATION	2,500	2,500	2,500	2,500	2,500	0
JESSE C. BEESLEY ANIMAL HUMANE FOUND	2,000	2,000	2,000	2,000	2,500	500
TRANSIT ALLIANCE					2,500	2,500
	103,245	109,001	118,890	120,279	128,890	7,500
TOTAL PUBLIC HEALTH, EDUCATION AND WELFARE	1,793,767	2,163,154	2,233,919	2,598,392	2,123,056	(113,363)

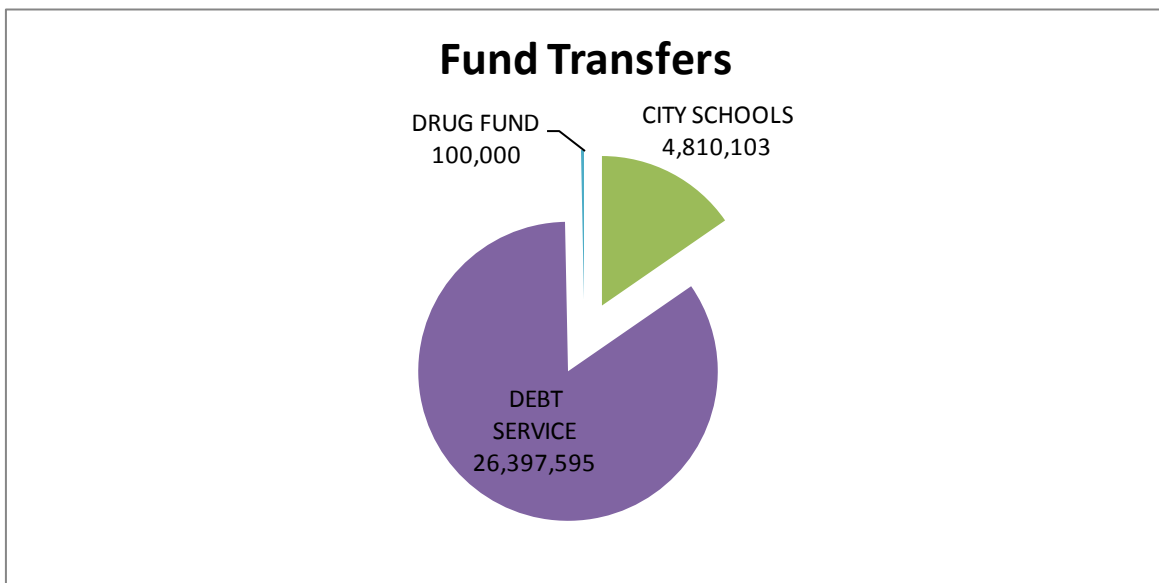


FUND TRANSFERS

DEPARTMENT SUMMARY

The Fund Transfers budget includes the transfer of funding for other City departments. These transfers were previously budgeted in the Public Health, Safety and Welfare budget.

This budget includes funding for Murfreesboro City Schools (\$5.3 million) which is a \$500,000 increase from previous years and funding for debt service (\$27.94 million).



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Support various City departments that offer services aimed at improving the quality of life

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Provide an array of services at more affordable costs in many instances than government

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

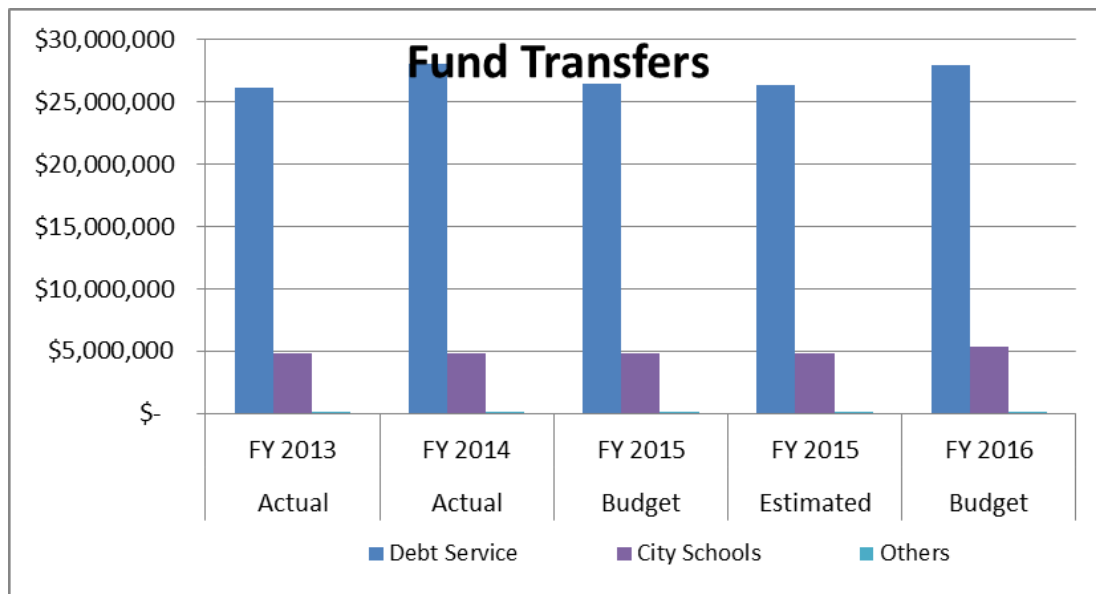
- Maintain the funding of essential City Funds

ENGAGING OUR COMMUNITY

- Provide funding for City Schools and other Funds to enable our citizens to take part in our community

EXPENDITURE SUMMARY

	Fund Transfers				
	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimated FY 2015	Budget FY 2016
Debt Service	\$ 26,139,822	\$ 28,071,265	\$ 26,397,595	\$ 26,375,349	\$ 27,941,705
City Schools	\$ 4,810,103	\$ 4,810,103	\$ 4,810,103	\$ 4,810,103	\$ 5,310,103
Others	\$ 98,031	\$ 140,401	\$ 100,000	\$ 100,000	\$ 100,000
Total Fund Transfers	\$ 31,047,956	\$ 33,021,769	\$ 31,307,698	\$ 31,285,452	\$ 33,351,808



HUMAN RESOURCES SUMMARY

None

	2015-2016 BUDGET YEAR					
	TRANSFERS					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
CASH BUDGET PAYMENTS						
CITY FUNDS:						
DRUG FUND	98,031	140,401	100,000	100,000	100,000	0
CITY SCHOOLS - OPERATING	4,810,103	4,810,103	4,810,103	4,810,103	5,310,103	500,000
DEBT SERVICE	26,139,822	28,071,265	26,397,595	26,375,349	27,941,705	1,544,110
	31,047,956	33,021,769	31,307,698	31,285,452	33,351,808	2,044,110



NON-DEPARTMENTAL

DEPARTMENT SUMMARY

The Non-Departmental section is used to budget for items that are not related to a particular operating budget within the departmental structure of the General Fund.

The Reserve for Uncollected Taxes is set at 2% of the tax levy to allow for taxes that will not be collected in the current year, and for those that may never be collected. While the City's legal department serves as its tax attorney, there are some taxes that will never be collected because there is no property to attach and sell (personal property taxes for businesses that closed without paying that tax). Additionally, there are properties that are in bankruptcy or have protested their assessment and delayed payments may be received several years after the initial assessment.

Adjustment and Allowance on Delinquent Taxes is used to allow for tax refunds that may be made for property taxes that are paid on time, but later determined by the property assessor to be overvalued. Additionally, if a property tax for a delinquent year is adjusted by the assessor before the allowance account has been used the adjustment is posted here.

Payment to Schools – The State levies a 15 percent gross receipts tax on wine and spirit sales. The tax is earmarked for education and local government. The State returns 25 percent of the tax collected from businesses in their City limits on wine and spirit sales. Of the amount received, half is distributed to the City and County school systems based on average daily attendance.

County Shared Costs have increased \$447,000 from FY 2014, reflecting the scheduled County-wide reappraisal of property. This reappraisal occurs every four years. This was previously accounted for the in the General & Administrative Department budget.

The City has included a budget item for Health Wellness/HRA incentives of \$273,675 for FY 2015. This will cover the cost of the blood draws for the wellness screenings of employees and their spouses, the \$500 premium incentive for those employees that meet their wellness goals and the incentive to participate in the City's HRA insurance plan.

Unforeseen Contingencies & Expenses is budgeted to provide for contingencies that may arise in the new fiscal year unexpectedly.

IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Provides a budgeted allocation to give flexibility in the annual operation of the City

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Provides a budgeted allocation to give flexibility in the annual operation of the City

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Provide for contingencies in the budget in case of an event that would not otherwise be funded for

ENGAGING OUR COMMUNITY

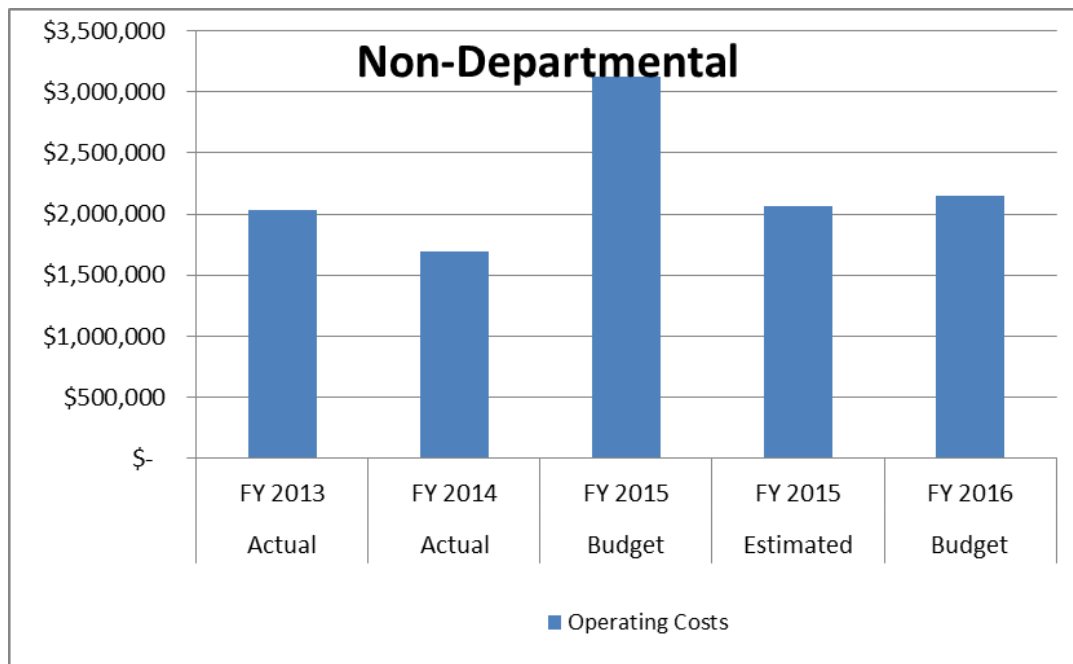
- Supports the public schools through the transfer of mixed drink taxes

HUMAN RESOURCES SUMMARY

None

EXPENDITURE SUMMARY

	Non-Departmental				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Costs	\$ 2,033,711	\$ 1,689,217	\$ 3,124,217	\$ 2,067,841	\$ 2,149,790
Capital Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Total Non-Departmental	\$ 2,033,711	\$ 1,689,217	\$ 3,124,217	\$ 2,067,841	\$ 2,149,790



	2015-2016 BUDGET YEAR					
	NON-DEPARTMENTAL					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
RESERVE FOR UNCOLLECTED TAXES	714,389	718,496	726,742	731,907	751,555	24,813
ADJ AND ALLOW ON DELINQ TAXES	916,340	499,050	200,000	25,000	100,000	(100,000)
PAYMENT TO SCHOOLS - PART OF LIQUOR BY DRINK TAX	396,773	409,123	422,300	440,309	480,000	57,700
UNFORESEEN CONTINGENCIES & EXP	0	45,593	1,035,000	100,000	500,000	(535,000)
HEALTH WELLNESS/HRA INCENTIVE			273,675	272,850	277,850	4,175
PROPERTY TAX COUNTY SHARED COSTS			456,500	482,390	25,000	(431,500)
FUELING STATION COSTS	6,209	16,955	10,000	15,000	15,000	5,000
FUEL TELEPHONE				385	385	385
	2,033,711	1,689,217	3,124,217	2,067,841	2,149,790	(974,427)



DEBT SERVICE FUND

DEPARTMENT SUMMARY

The Debt Service Fund receives transfers from the General Fund and Airport Fund to pay principal and interest payments on capital projects for police, fire, roads, solid waste, recreation, land acquisition, airport improvements, city schools and other similar projects. The pace of growth in Murfreesboro in the last fifteen years has created a need for significant investments that has caused debt service levels as a percent of budget to exceed levels normally expected in other cities or by the rating agencies. Additionally, the 15 year term on all of Murfreesboro's debt, results in an aggressive repayment of 91 percent of principal within 10 years. This increases the debt ratios, but lowers interest expense and lowers the City's overall expense. The City maintains a strong fund balance in the General Fund which, combined with comprehensive capital improvement plans and debt policies, ensures that City Council and management practice proper restraint and discipline when dealing with this higher debt service to overall budget ratios.

Principal and interest on City debt is backed by the full faith, credit and taxing power of the City. The City was affirmed at AA (stable) by Standard & Poor's and Aa2 (stable) by Moody's Investment Service in April 2014.

The City has a fixed rate bond issue outstanding which was issued in FY 2010 to refund five variable rate loans. The debt service on the bond issue will be extinguished in the same timeframe as the initial loans which were refunded.

In FY 2014, the City issued \$29.35 million in fixed rate bonds at an all-in rate of 2.67 percent. These bonds will mature in fifteen years.

In FY 2013 the City refinanced two capital outlay notes that were issued in 2006 and 2007 as taxable fixed rate capital outlay notes for construction of hangars at our municipal airport. The City secured a fixed 1.6% interest rate for the remaining term of these loans, which will be re-paid on the same timeline as the initial loans.

The City has two fixed rate loans outstanding which were obtained through the Tennessee Municipal Bond Fund. The most recent borrowing occurred in the fall of 2012.

Murfreesboro has five outstanding loans issued through the variable rate debt program managed by the Tennessee Municipal Bond Fund. The most recent loan was issued in April, 2014 at \$10.43 million. This loan is being used for short-term projects and equipment purchases which include the new ERP software, Police and Solid Waste vehicles and Information Technology purchases for the City and for the

Schools. These variable rate demand obligations total approximately 40 percent of the City's current outstanding debt. The budgeted interest rate for FY 2016 variable rate debt has been set at 1.5 percent. The actual effective interest rate paid in FY 2015 averaged less than 1 percent for these loans. Management understands interest rate fluctuations and is prepared to use the fund balance of General Fund if rates rise above the budgeted amount.

The City was the recipient of two State of Tennessee interest free loans totaling up to \$2 million to be used to fund an energy efficiency project in our city schools. The school system is expected to finance the principal payments on this loan from savings they anticipate on their utility bills. The Schools anticipate receiving another Energy Loan in FY 2016 totaling \$1.5 million. This new loan will carry an interest rate of .75% and will also be paid by the schools.

The General Fund debt service also includes principal and interest payments for City school property, but these payments will be split out for year-end reporting purposes. The FY 2016 estimated payments related to City schools is approximately \$6.2 million. This is in addition to the operating transfer to the City schools for operations from the General Fund.

The City anticipates issuing approximately \$73 million in new debt in fiscal year 2016, which will be for various projects including equipment and vehicles, land acquisition, infrastructure improvements, and building construction/improvements. The debt terms will be properly matched with the projects resulting in short-term debt, and the balance will be financed over 15 years. Additionally the City's management will evaluate, along with the guidance of a financial advisor, the type of debt vehicle that should be used.

The City has budgeted the use of \$1.7 million in the Debt Service Fund Balance for FY 2016.

IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- The Debt Service Fund provides financial resources for the capital projects that benefit our neighborhoods

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Manage the City's debt portfolio in a long term manner with lowest total interest costs and diversity of debt instruments as goals

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- By maintaining the current payment schedule, interest savings should allow for completion of planned projects on a timely basis

ENGAGING OUR COMMUNITY

- Maintain transparency as outlined in bond requirements

FY 2015 ACCOMPLISHMENTS

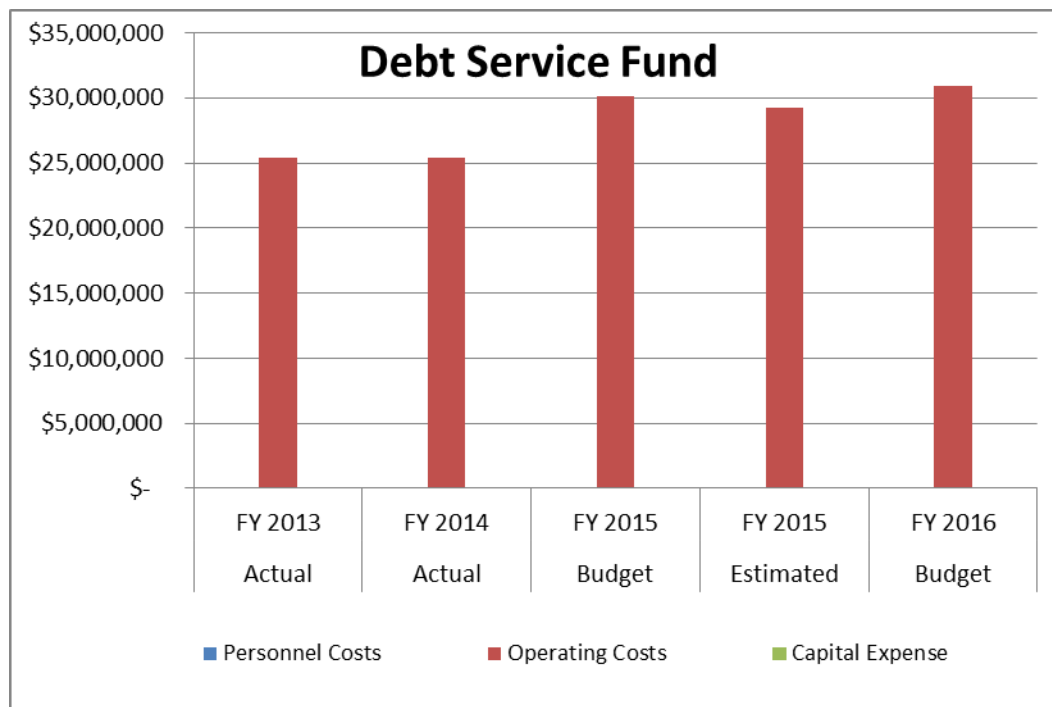
- Monitored the City's debt portfolio
- Update the 5-year Capital Improvement Plan

FY 2016 DEPARTMENT GOALS

- Plan and issue the City's approximately \$73 million new debt as approved by the City Council in the Capital Improvement Program

EXPENDITURE SUMMARY

	Debt Service Fund				
	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimated FY 2015	Budget FY 2016
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Costs	\$ 25,433,386	\$ 25,433,386	\$ 30,151,444	\$ 29,202,818	\$ 30,865,764
Capital Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Total Debt Service Fund	\$ 25,433,386	\$ 25,433,386	\$ 30,151,444	\$ 29,202,818	\$ 30,865,764



AMORTIZATION SCHEDULES

General Long-Term Debt				
Fiscal Year Ended June 30,		Principal	Interest	Total Principal and Interest
2016	2009 General Obligation Refunding Bonds	3,855,000	899,250	4,754,250
2017	Original Loan Amount \$65,855,000	4,030,000	706,500	4,736,500
2018	Interest Rate: 2.00%-5.00%	4,215,000	505,000	4,720,000
2019	(Includes School Debt)	4,045,000	294,250	4,339,250
2020		1,840,000	92,000	1,932,000
		17,985,000	2,497,000	20,482,000
2016	2014 General Obligation Refunding Bonds	1,605,000	943,338	2,548,338
2017	Original Loan Amount \$29,355,000	1,650,000	895,188	2,545,188
2018	Interest Rate: 1.00%-5.00%	1,700,000	845,688	2,545,688
2019	(Includes School Debt)	1,735,000	811,688	2,546,688
2020		1,820,000	724,938	2,544,938
2021		1,855,000	688,538	2,543,538
2022		1,950,000	595,788	2,545,788
2023		1,990,000	556,788	2,546,788
2024		2,070,000	477,188	2,547,188
2025		2,150,000	394,388	2,544,388
2026		2,240,000	308,388	2,548,388
2027		2,325,000	218,788	2,543,788
2028		2,395,000	149,038	2,544,038
2029		2,470,000	77,188	2,547,188
		27,955,000	7,686,925	35,641,925
2016	2014 Tennessee Municipal Bond Fund	2,034,000	124,148	2,158,148
2017	Original Loan Amount \$10,430,000	2,085,000	93,574	2,178,574
2018	Used 1.5% for Budgeting Purposes	2,137,000	62,234	2,199,234
2019		2,190,000	30,113	2,220,113
		8,446,000	310,069	8,756,069
2016	2012 Tennessee Municipal Bond Fund	2,432,000	756,527	3,188,527
2017	Original Loan Amount \$40,700,000	2,485,000	703,178	3,188,178
2018	Interest Rate: 2.17%	2,539,000	648,668	3,187,668
2019		2,594,000	592,975	3,186,975
2020		2,650,000	536,077	3,186,077
2021		2,708,000	477,942	3,185,942
2022		2,766,000	418,549	3,184,549
2023		2,826,000	357,876	3,183,876
2024		2,888,000	295,879	3,183,879
2025		2,950,000	232,537	3,182,537
2026		3,014,000	167,828	3,181,828
2027		3,080,000	101,708	3,181,708
2028		3,147,000	34,145	3,181,145
		36,079,000	5,323,889	41,402,889
2016	2012 Tennessee Municipal Bond Fund	723,000	41,831	764,831
2017	Original Loan Amount \$5,100,000	732,000	32,738	764,738
2018	Interest Rate: 1.25%	742,000	23,525	765,525
2019		751,000	14,194	765,194
2020		760,000	4,750	764,750
		3,708,000	117,038	3,825,038

Fiscal Year				Total
Ended				Principal
June 30,		Principal	Interest	and Interest
2016	2010 Tennessee Municipal Bond Fund	2,893,000	1,022,063	3,915,063
2017	Original Loan Amount \$47,600,000	2,976,000	937,256	3,913,256
2018	Interest Rate: 2.89%	3,062,000	850,007	3,912,007
2019		3,150,000	760,243	3,910,243
2020		3,240,000	667,908	3,907,908
2021		3,333,000	572,928	3,905,928
2022		3,429,000	475,217	3,904,217
2023		3,527,000	374,703	3,901,703
2024		3,629,000	271,299	3,900,299
2025		3,733,000	164,918	3,897,918
2026		3,840,000	55,488	3,895,488
		<u>36,812,000</u>	<u>6,152,030</u>	<u>42,964,030</u>
2016	2008 Tennessee Municipal Bond Fund	3,416,000	560,675	3,976,675
2017	Original Loan Amount \$60,000,000	3,586,000	509,223	4,095,223
2018	Interest Rate: Variable	3,766,000	455,208	4,221,208
2019	Used 1.5% for Budgeting Purposes	3,954,000	398,483	4,352,483
2020		4,152,000	338,925	4,490,925
2021		4,359,000	370,326	4,729,326
2022		4,577,000	304,669	4,881,669
2023		4,806,000	141,788	4,947,788
2024		5,047,000	69,396	5,116,396
		<u>37,663,000</u>	<u>3,148,693</u>	<u>40,811,693</u>
2016	2006 Tennessee Municipal Bond Fund	5,040,000	486,659	5,526,659
2017	Original Loan Amount \$68,650,000	5,216,000	410,839	5,626,839
2018	Interest Rate: Variable	5,398,000	332,371	5,730,371
2019	Used 1.5% for Budgeting Purposes	5,587,000	251,165	5,838,165
2020	(Includes School Debt)	5,783,000	167,115	5,950,115
2021		5,839,907	80,299	5,920,206
		<u>32,863,907</u>	<u>1,728,448</u>	<u>34,592,355</u>
2016	2006 Tennessee Municipal Bond Fund	347,000	34,096	381,096
2017	Original Loan Amount \$4,640,000	361,000	28,874	389,874
2018	Interest Rate: Variable	375,000	23,441	398,441
2019	Used 1.5% for Budgeting Purposes	391,000	17,796	408,796
2020		406,000	11,913	417,913
2021		422,000	5,803	427,803
		<u>2,302,000</u>	<u>121,923</u>	<u>2,423,923</u>

Fiscal Year				Total
Ended				Principal
June 30,		Principal	Interest	and Interest
2016	2001 Tennessee Municipal Bond Fund	1,099,925	15,124	1,115,049
	Original Loan Amount \$35,000,000			
	Interest Rate: Variable			
	Used 1.5% for Budgeting Purposes			
2016	Airport Refunding Note	315,000	17,480	332,480
2017	Original Loan Amount \$1,870,000	315,000	12,440	327,440
2018	Interest Rate: 1.600291%	320,000	7,360	327,360
2019		155,000	3,560	158,560
2020		145,000	1,160	146,160
		1,250,000	42,000	1,292,000
2016	State of Tennessee School Energy Loan	99,996		99,996
2017	Original Loan Amount \$1,000,000	99,996		99,996
2018	Interest Rate: 0.0%	99,996		99,996
2019		99,996		99,996
2020		99,996		99,996
2021		99,996		99,996
2022		41,705		41,705
		641,681	0	641,681
2016	State of Tennessee School Energy Loan	97,152		97,152
2017	Original Loan Amount \$971,517.72	97,152		97,152
2018	Interest Rate: 0.0%	97,152		97,152
2019		97,152		97,152
2020		97,152		97,152
2021		97,152		97,152
2022		97,152		97,152
2023		56,670		56,670
		736,734	0	736,734
	Total General Long-Term Debt	207,542,247	27,143,139	234,685,386

Note: The above information is for existing debt only. Anticipated debt amortization schedules are not included.

City of Murfreesboro				
Projected Legal Debt Margin Information				
Legal Debt Margin Calculation For Fiscal Year:		FY 2015		FY 2016
Assessed value - As projected in budget		3,032,932,331		3,114,352,051
Debt limit (15% of assessed value)		454,939,850		467,152,808
Debt applicable to limit:				
General obligation bonds		45,940,000		40,480,000
Capital Outlay Notes		1,250,000		935,000
Tennessee Municipal Bond Fund Loans		158,973,832		140,988,907
Projected New Debt - Long-term		35,000,000		67,000,000
Projected New Debt - Short-term		4,000,000		6,000,000
Less: Debt Service Fund (projected)		(2,746,036)		(1,046,036)
Net general obligation debt		242,417,796		254,357,871
Energy Loans - Low Interest (Schools)		0		1,379,251
Energy Loans - Interest Free (Schools)		1,378,415		1,181,267
Total Debt Applicable to Limit		243,796,211		256,918,389
Legal debt margin		211,143,639		210,234,419
Debt limit		454,939,850		467,152,808
Total net debt applicable to limit		243,796,211		256,918,389
Legal debt margin		211,143,639		210,234,419
Total net debt applicable to the limit				
as a percentage of debt limit		53.59%		55.00%

	2015-2016 BUDGET				
	DEBT SERVICE FUND				
		2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS		BUDGET	ESTIMATE	BUDGET	(DECREASE)
REVENUES					
FROM GENERAL FUND		26,397,595	26,375,349	27,941,705	1,544,110
FROM AIRPORT FUND		190,649	190,649	164,516	(26,133)
FROM CITY SCHOOLS		624,063	611,327	759,543	135,480
FROM TML LOANS		300,000	989,250	300,000	0
FROM DEBT SERVICE FUND BALANCE		2,639,137	1,036,242	1,700,000	(939,137)
TOTAL REVENUE		30,151,444	29,202,818	30,865,764	714,319
	BALANCE				
	OUTSTANDING	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	6/30/2015	BUDGET	ESTIMATE	BUDGET	(DECREASE)
EXPENDITURES					
BONDS TO BE RETIRED					
TMBF REFUNDING 9/30/09 65.855M	17,985,000	2,912,558	2,912,558	3,054,170	141,612
TRANSFERS FOR SCHOOL DEBT SERVICE		767,442	767,442	800,830	33,388
	17,985,000	3,680,000	3,680,000	3,855,000	175,000
2014 BOND 5/14/14 \$29.355M	27,955,000	498,486	498,486	571,479	72,993
TRANSFERS FOR SCHOOL DEBT SERVICE		901,514	901,514	1,033,521	132,007
	27,955,000	1,400,000	1,400,000	1,605,000	205,000
TOTAL BONDS TO BE RETIRED	45,940,000	5,080,000	5,080,000	5,460,000	380,000
LOANS / NOTES TO BE RETIRED					
2001 TMBF 8/22/01 35.000M	1,099,925	2,737,480	2,737,480	1,099,925	(1,637,555)
2006 TMBF 6/27/06 68.650M	32,863,907	3,580,522	3,580,522	3,706,270	125,748
TRANSFERS FOR SCHOOL DEBT SERVICE		1,288,478	1,288,478	1,333,730	45,252
		4,869,000	4,869,000	5,040,000	171,000
2006 TMBF 5/30/06 4.640M	2,302,000	334,000	334,000	347,000	13,000
2008 TMBF 2/14/08 60.00M	37,663,000	3,253,000	3,253,000	3,416,000	163,000
2010 TMBF 11/01/10 47.60M	36,812,000	2,812,000	2,812,000	2,893,000	81,000
2012 TMBF 10/15/12 5.10M	3,708,000	714,000	714,000	723,000	9,000
2012 TMBF 10/15/12 40.70M	36,079,000	1,920,614	1,920,614	2,050,237	129,623
TRANSFERS FOR SCHOOL DEBT SERVICE		459,386	373,601	381,763	(77,623)
		2,380,000	2,294,215	2,432,000	52,000
2014 TMBF (VRDO) 4/14/14 \$10.430M	8,446,000	993,574	993,574	1,018,614	25,040
TRANSFERS FOR SCHOOL DEBT SERVICE		990,426	990,426	1,015,386	24,960
		1,984,000	1,984,000	2,034,000	50,000
AIRPORT REFUNDING NOTE \$1.870M	1,250,000	310,000	310,000	315,000	5,000
STATE OF TN - SCHOOLS \$1.0M (FY12)	641,681	99,996	99,996	99,996	0
STATE OF TN-SCHOOLS \$971,517.72 (FY13)	736,734	97,152	97,152	97,152	0
STATE OF TN-SCHOOLS \$1.5M (FY16)				125,000	125,000
TOTAL LOANS/NOTES TO BE RETIRED	161,602,247	19,590,628	19,504,843	18,622,073	(968,555)
TOTAL PRINCIPAL	207,542,247	24,670,628	24,584,843	24,082,073	(588,555)

	2015 - 2016 BUDGET				
	DEBT SERVICE FUND				
		2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS		BUDGET	ESTIMATE	BUDGET	(DECREASE)
INTEREST ON BONDS					
TMBF REFUNDING (FIXED) 9/30/09 65.855M		878,842	878,842	733,214	(145,628)
TRANSFERS FOR SCHOOL DEBT SERVICE		204,408	204,408	166,036	(38,372)
		1,083,250	1,083,250	899,250	(184,000)
2014 BOND 5/14/14 \$29.355M		300,156	300,156	335,886	35,730
TRANSFERS FOR SCHOOL DEBT SERVICE		542,833	542,833	607,451	64,618
		842,989	842,989	943,338	100,349
TOTAL INTEREST ON BONDS		1,926,239	1,926,239	1,842,588	(83,652)
INTEREST ON LOANS/NOTES					
2001 TMBF (VRDO) 8/22/01 35.000M		54,139	26,301	15,124	(39,015)
2006 TMBF (VRDO) 6/27/06 68.650M		427,112	236,485	355,150	(71,962)
TRANSFERS FOR SCHOOL DEBT SERVICE		132,795	15,689	131,509	(1,286)
		559,907	252,173	486,659	(73,248)
2006 TMBF (VRDO) 5/30/06 4.640M		39,123	18,133	34,096	(5,027)
2008 TMBF (VRDO) 2/14/08 60.00M		607,908	273,185	560,675	(47,233)
2010 TMBF (FIXED) 11/01/10 47.60M		1,104,500	1,104,500	1,022,063	(82,437)
2012 TMBF (FIXED) 10/15/12 5.10M		50,813	50,813	41,831	(8,982)
2012 TMBF (FIXED) 10/15/12 40.70M		652,635	681,786	637,771	(14,864)
TRANSFERS FOR SCHOOL DEBT SERVICE		156,102	126,952	118,756	(37,346)
		808,737	808,737	756,527	(52,210)
2014 TMBF (VRDO) 4/14/14 \$10.430M		77,107	9,891	46,047	(31,060)
TRANSFERS FOR SCHOOL DEBT SERVICE		76,863	45,022	78,101	1,238
		153,970	54,913	124,148	(29,822)
2015/2016 TMBF (VRDO) X/XX/15 \$6M		48,000	0	90,000	42,000
2015/2016 PROPOSED (FIXED) \$67M				1,482,750	1,482,750
TRANSFERS FOR SCHOOL DEBT SERVICE				204,750	204,750
				1,687,500	1,687,500
AIRPORT REFUNDING NOTE \$1.870M		22,480	22,480	17,480	(5,000)
TOTAL INTEREST ON LOANS / NOTES		3,449,577	2,611,236	4,836,103	1,386,526
TOTAL INTEREST		5,375,816	4,537,475	6,678,691	1,302,875
OTHER MISCELLANEOUS					
BANK SERVICE CHARGES		100,000	78,500	100,000	0
OTHER COSTS		5,000	2,000	5,000	0
		105,000	80,500	105,000	0
TOTAL EXPENDITURES		30,151,444	29,202,818	30,865,764	714,320



AIRPORT FUND

DEPARTMENT SUMMARY

The Murfreesboro Airport (MBT) is a general aviation airport serving Murfreesboro and Middle Tennessee. One of only four small General Aviation Airports in Tennessee that is self-sufficient, the Murfreesboro Municipal Airport is committed to safety and the improvement of its facilities to better serve its commercial operators, the business community, local aircraft owners and operators, and people from all over the nation that fly into the community to visit friends and family. The Airport's largest tenant is the Aerospace Department of Middle Tennessee State University (MTSU). MTSU is one of the top schools for aviation in the nation. While the Airport has been operational at its current location since 1952, the City became directly involved with the daily management of the Airport on September 1, 1994. The Airport is open 24 hours a day and staffed typically 12 hours a day. The Airport is staffed every day of the year except for Thanksgiving and Christmas Day.

Also at the Airport are three other businesses which provide services to aircraft owners such as aircraft maintenance and avionics work along with services such as flight training and air charter. Mike Jones employs 14 Full-Time and 3 Part-Time highly trained avionics technicians and aircraft mechanics, has built a reputation for excellent renovations of aircraft and has customers from as far away as South America and Europe. Two companies provide Air Charter services (Executive Air Express and Murfreesboro Aviation) in aircraft that can seat three to ten passengers. Rental cars and a courtesy car are available to the traveling public through Murfreesboro Aviation. The success of these companies, in a very difficult industry, play a key role in the success of our airport and its ability to serve the community.

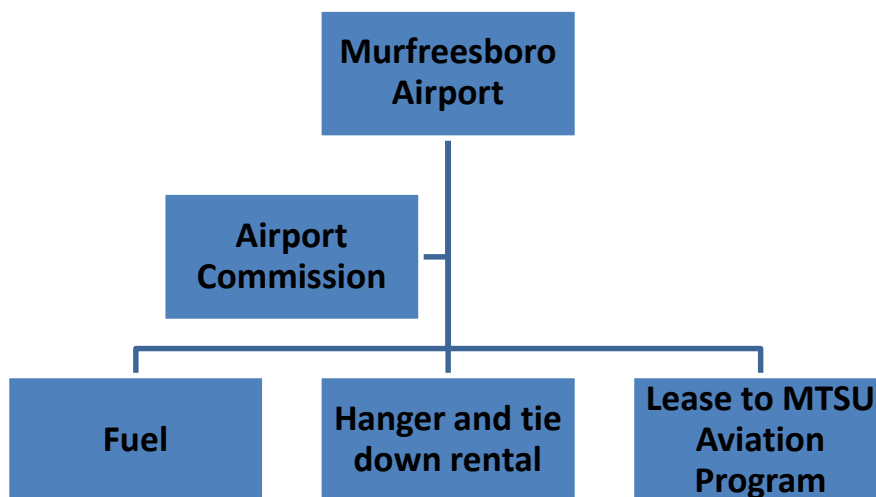
The focus of FY 2015 has been on the major improvements to the ramp and runway. The resurfacing of the ramp and Taxiways "B" and "C" were completed for an estimated amount of \$700,000.00. The project was funded with 95% assistance through the Tennessee Aeronautics Division. The Runway Extension began the end of FY 2015. This project includes many improvements including: improved drainage system; new LED airfield lighting system; new airfield lighting regulator vault structure; new taxiway runway connectors meeting the latest Federal Aviation Administration airfield design standards; and new Taxiway "E" servicing the development area on the north end of the runway. The overall cost of the runway and airfield improvements are estimated to cost \$5,051,800.00. Federal funding up to \$328,000.00 and Tennessee Aeronautics Division funding up to \$4,428,710.00 have been approved to assist with this project. The local portion of \$295,090.00 will be paid back to the City through the Airport's annual Debt Service Payment.

A less expensive but critical project completed in FY 2015 was the annual trimming and removal of the trees out of the approach for Runway 36. The continual management of the area south of the airfield

allows for a safe approach for aircraft. The approaches are inspected by the Tennessee Aeronautics Division and Federal Aviation Administration on an annual basis. The Airport, through the excellent relationships with our neighbors which we have fostered through the years, was successful in conducting the work, clearing the approach, and receiving our annual State Airport License.

FY 2015 was the year when the City of Murfreesboro saw the completion of many years of planning, design work, and community involvement with the initiation of all of the major airfield pavement rehabilitation and improvements. This work will improve the Airport's ability to continue to serve this dynamic city for years to come.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Maintain safe operations of the airport and good working relationships with supporting agencies, neighbors and customers
- Continue to implement Airport Layout Plan improvements addressing safety and improved services to the community including the pavement overlay and runway extension project

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Continue to be an economic asset to the community
- Continue to improve our service as the "Front Door" of the community for its businesses, industries, and the general aviation flying community
- Monitor and manage the various revenue sources making adjustments where needed to maintain available key services, maximize growth, and maintain budget goals

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Continue to provide a welcoming and informative Airport Staff who serve as “Ambassadors” of the community to those who are flying to Murfreesboro to conduct business, attend events, tourism, and are just passing through
- Participate in training and focus on application of core values in daily service
- Continue to be an advocate for the community as well as for all of the various General Aviation customers (businesses and individual aircraft owners and operators) (Host City for the 2014 Tennessee Airports Conference)

ENGAGING OUR COMMUNITY

- Continuing to provide educational tours to children and adults interested in aviation and the airport
- Conduct neighborhood meetings and public hearings as they relate to the proposed future improvements to the runway
- Continue to assist with the local Civil Air Patrol assisting them with their search and rescue and disaster relief missions
- Improve our ability to serve the business community with services provided by Commercial Operators such as air charter services, top quality aircraft maintenance, and radio and instrument services

FY 2015 ACCOMPLISHMENTS

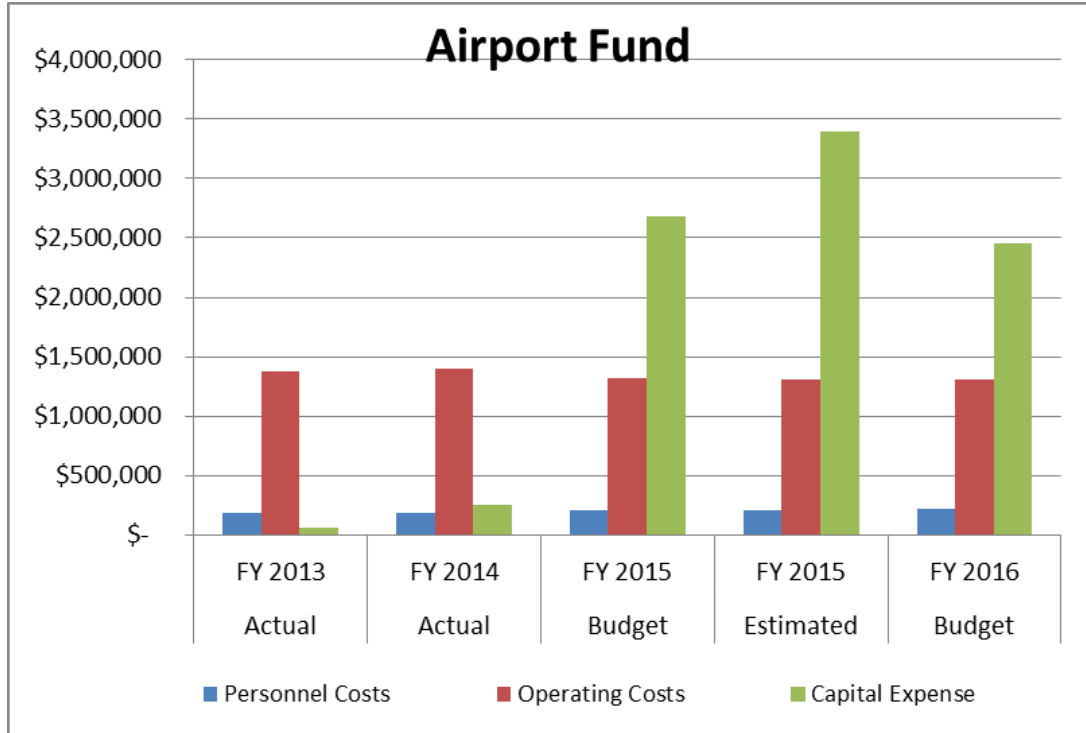
- Completed the Airport Ramp Pavement Resurfacing Project
- Completed all of the Hangar #2 and #3 improvements
- Initiated the Runway Extension Project and all of the major improvements included in that project
- Secured the funding for all of the above mentioned projects

FY 2016 DEPARTMENT GOALS

- Complete the runway project on time and within budget
- Minimize airport closure time during construction aiding our various airport businesses getting them back to businesses as usual as quickly as possible
- Begin design and engineering for the development of future hangar locations on the north end of the airport
- Begin design work on a new Terminal/Administration Building

EXPENDITURE SUMMARY

	Airport Fund				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 179,495	\$ 188,374	\$ 204,296	\$ 204,296	\$ 218,880
Operating Costs	\$ 1,375,600	\$ 1,402,309	\$ 1,324,175	\$ 1,303,073	\$ 1,309,830
Capital Expense	\$ 57,342	\$ 257,354	\$ 2,681,820	\$ 3,393,558	\$ 2,451,987
Total Airport Fund	\$ 1,612,437	\$ 1,848,037	\$ 4,210,291	\$ 4,900,927	\$ 3,980,697



HUMAN RESOURCE SUMMARY

Airport Fund				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
Airport Manager	1	1	1	1
Full-Time Positions	1	1	1	1
Operations Assistant	1	1	1	1
Secretary	1	1	1	1
Operations Service Specialist	1	1	1	1
Operations Service Personnel	3	3	3	3
Part-Time Positions	6	6	6	6
Total Airport Fund Allocation	7	7	7	7

STATE AND FEDERAL FUNDING

Since 1986, communities across Tennessee have benefited from the Tennessee Aviation Fuel Equity Fund which receives its money from a 4.5% fuel tax on all aviation fuel purchased in Tennessee. Annually the funds are equally divided between the air carrier and general aviation airports assisting with 50% to 95% of the cost of various airport improvement projects creating one of the best systems of airports in the country. The Federal Aviation Administration has recognized the excellence of the system created and maintained by the Tennessee Division of Aeronautics and has granted Tennessee "Block Grant" status. This allows the Tennessee Division of Aeronautics the ability to disperse its annual allotment of federal funds among the airports in Tennessee itself. The City of Murfreesboro has benefited tremendously from the use of these funds which have covered the majority of the cost of many taxiway, hangar, and pavement projects bringing millions of dollars into the community. Our current runway project is receiving over \$4.4 million from the Tennessee Aviation Fuel Equity Fund alone.

It is of great concern that the Tennessee Aviation Fuel Equity Fund formula is possibly being challenged which could leave funding of our airport projects across the state dramatically depleted or eliminated altogether. Should this occur the focus of available funds will be on the maintenance of the facilities and the ability to keep up with capacity or community needs will be very difficult to accomplish. Funding airport projects will be a very difficult task for all communities across our state especially those that have already very limited revenues and rely on their airport for economic support and development.

RETIREMENT OF DEBT SERVICE

- Debt acquired by the Airport is related to two major hangar construction projects which were completed in 1997 and 2007. The local cost of the airfield pavement overlay and runway extension project will also be added to the Airport's Debt Retirement program as well.
- The Airport Commission adjusts the monthly hangar rental rates annually by 3% or based on occupancy rates and current market demands.
- The Airport Commission's goal is the retirement of the Airport's debt service to be retired within a 20 year period.
- This year's proposed budget includes a decrease in the annual debt service payment. This budget includes forecasting for loss of revenue this fiscal year and next because of major construction and its impact on operations and customer satisfaction. Also because of the pending construction, this budget did not forecast a substantial change in hangar income.

	2015-2016 BUDGET YEAR					
	AIRPORT FUND					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
REVENUES						
HANGAR RENTALS	370,503	385,860	376,243	376,980	396,165	19,922
OTHER RENTALS	20,427	18,030	18,480	15,840	16,416	(2,064)
MTSU LEASE	45,499	46,858	37,378	44,323	45,717	8,339
TERMINAL BUILDING LEASE	8,164	7,342	10,780	11,760	12,120	1,340
STATE MAINTENANCE CONTRACT		14,300	14,300	14,300	14,300	0
FEDERAL GRANTS	79,235	162,178	0	195,517	198,380	198,380
STATE GRANTS	11,231	108,477	2,662,320	3,153,168	2,215,457	(446,863)
FUEL SALES & FLOWAGE FEES	1,066,253	1,094,525	1,086,258	1,080,250	1,083,359	(2,899)
VENDING MACHINE SALES	1,065	581	770	861	861	91
OTHER MISCELLANEOUS	20		0	0	0	0
INTEREST	1,216	1,099	1,200	1,200	1,200	0
FROM FUND BALANCE	8,824	8,787	2,562	6,728	(3,278)	(5,840)
TOTAL REVENUE	1,612,437	1,848,037	4,210,291	4,900,927	3,980,697	(229,594)
EXPENDITURES						
PERSONNEL COSTS						
SALARIES & WAGES					80,796	
PART-TIME WAGES					90,843	
LONGEVITY					1,200	
TOTAL SALARIES & WAGES	140,858	147,110	160,497	160,497	172,839	12,342
SOCIAL SECURITY	10,418	11,113	12,278	12,278	13,222	944
MEDICAL - DENTAL	13,578	15,380	16,470	16,470	17,870	1,400
PENSION PLAN	9,041	9,357	9,749	9,749	9,954	205
LIFE INSURANCE/LTD	531	531	531	531	531	0
WORKERS' COMPENSATION	5,069	4,883	4,771	4,771	4,464	(307)
TOTAL PERSONNEL COSTS	179,495	188,374	204,296	204,296	218,880	14,584
OPERATION AND MAINTENANCE						
MACHINERY & EQUIPMENT	19,663	18,519	25,000	20,000	20,000	(5,000)
OFFICE EQUIPMENT	3,397	2,960	3,300	4,755	3,500	200
BUILDINGS & GROUNDS	71,750	84,022	50,000	52,000	55,000	5,000
	94,810	105,501	78,300	76,755	78,500	200
SUPPLIES						
POSTAGE	1,089	472	900	700	700	(200)
OFFICE	2,858	5,985	3,500	3,050	3,000	(500)
ADVERTISING	1,588	1,728	1,800	1,600	1,700	(100)
EMPLOYEE	1,366	579	1,500	800	1,250	(250)
JANITORIAL	4,330	2,443	3,000	3,000	3,000	0
FUEL	2,130	1,851	2,251	1,400	1,657	(594)
CLOTHING		21	2,000	2,000	1,000	(1,000)
MISCELLANEOUS SUPPLIES	100	78	0	0	0	0
	13,461	13,157	14,951	12,550	12,307	(2,644)
INSURANCE						
PROPERTY INSURANCE	874	866	874	844	844	(30)
GENERAL LIABILITY	7,493	7,493	7,493	7,493	7,493	0
FIRE	2,898	2,568	2,900	2,604	2,604	(296)
	11,265	10,927	11,267	10,941	10,941	(326)
UTILITY SERVICE						
ELECTRIC	32,367	26,799	34,000	31,000	29,000	(5,000)
WATER & SEWER	5,266	5,073	5,200	5,100	5,200	0
GAS	2,932	3,437	3,000	3,400	3,200	200
TELEPHONE	1,921	2,106	2,000	2,175	2,000	0
CELLULAR TELEPHONE	444	456	450	455	460	10
INTERNET SERVICE	672	863	700	726	725	25
	43,602	38,734	45,350	42,856	40,585	(4,765)

	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	1,115	1,106	1,450	1,100	1,200	(250)
OUT OF TOWN TRAVEL	444		1,400		115	(1,285)
MEALS DURING MEETINGS	1,367	414	1,750	1,000	1,400	(350)
	2,926	1,520	4,600	2,100	2,715	(1,885)
MISCELLANEOUS EXPENSE						
DEBT SERVICE	241,250	245,362	190,649	190,649	164,516	(26,133)
CREDIT CARD FEES	14,609	13,328	14,800	14,609	13,369	(1,431)
PURCHASES FOR RESALE	889,469	910,058	898,372	889,469	913,756	15,384
FUEL REBATES	31,922	38,202	32,793	31,922	38,202	5,409
SALES TAX	26,253	22,861	26,543	26,253	23,289	(3,254)
SURVEYS AND STUDIES	5,231	600	5,250	3,269	4,250	(1,000)
TRAINING	225	1,844	800	1,200	900	100
CONTRACTUAL FBO SERVICES					6,000	6,000
OTHER MISCELLANEOUS	577	215	500	500	500	0
	1,209,536	1,232,470	1,169,707	1,157,871	1,164,782	(4,925)
OPERATING BUDGET	1,555,095	1,590,683	1,528,471	1,507,369	1,528,710	239
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT - FURN & EQUIP					2,500	
SEE DETAIL BELOW				3,393,558	2,449,487	
	57,342	257,354	2,681,820	3,393,558	2,451,987	(229,833)
TOTAL AIRPORT FUND	1,612,437	1,848,037	4,210,291	4,900,927	3,980,697	(229,594)
ADDITIONAL DETAILS						
2015 / 2016 BUDGET	PERCENT OF	AIRPORT	STATE	FEDERAL	1	Account
	ASSISTANCE		FUNDING	FUNDING	TOTAL	Classification
Hangar #2 and #3 Roof Resurfacing and Exterior	90%	(3,600)			(3,600)	Fixed Assets
Security Fencing	95%	2,500		47,500	50,000	Fixed Assets
Runway Extension*	90% & 95%		2,037,207	150,880	2,188,087	Fixed Assets
Engineering of North Ramp	95%	6,000	114,000		120,000	Fixed Assets
Engineering and design of New Terminal Building*	50%		50,000		50,000	Fixed Assets
Approach Clearing - Tree Trimming	95%	750	14,250		15,000	Fixed Assets
Drive to Air Methods Land Lease Area	0%	30,000			30,000	Fixed Assets
NOTES:		35,650	2,215,457	198,380	2,449,487	
* TOTAL LOCAL SHARE WILL BE PAID OUT OF TML						
Design New Terminal \$50,000 LOCAL MATCH						



DRUG FUND

DEPARTMENT SUMMARY

The Drug Fund accounts for revenue from drug fines and confiscated property seized by the Murfreesboro Police Department. All management of the Fund's monies is directed by the Police Department. The fund is used to support additional drug enforcement activities by the Police Department and to provide anti-drug education programs in local schools.

IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVEABLE NEIGHBORHOODS

- Enforcement activities designed to eradicate illegal drug use in neighborhoods and communities throughout the City
- Educate young people on the risks involved with drug use

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- These funds support the Police Department's efforts to ensure the City remains an excellent location for business and industry

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Provide children knowledge and resources to resist drugs

ENGAGING OUR COMMUNITY

- Involve the community through outreach programs to at-risk youth and others

FY 2015 ACCOMPLISHMENTS

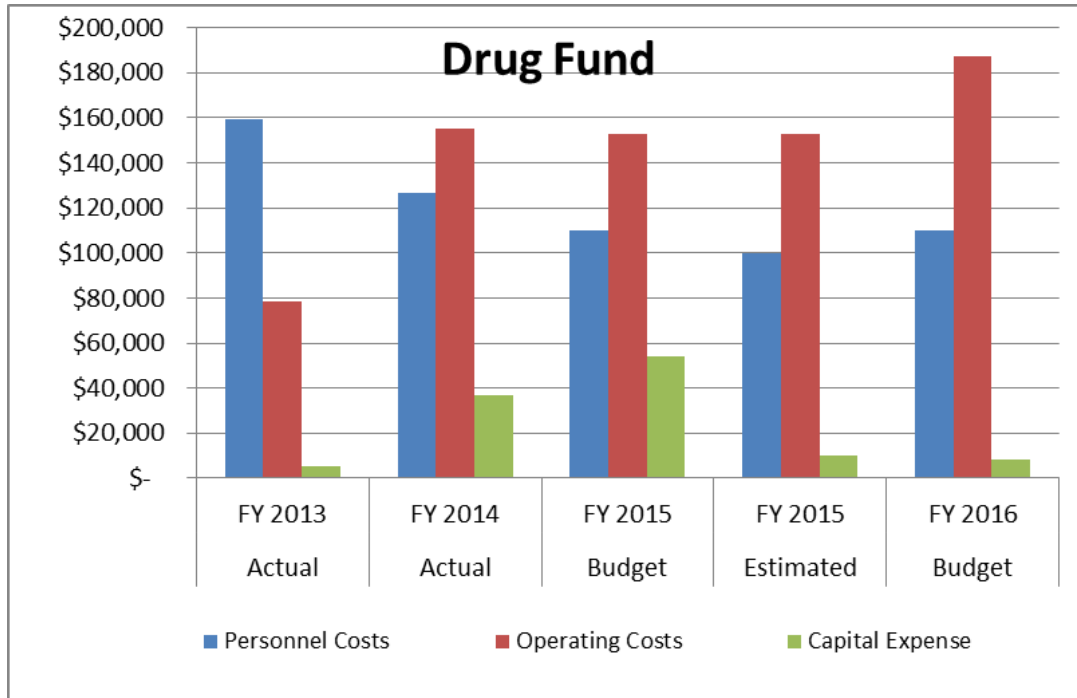
- Accomplishments for 2015 include several covert operations for the purchase of marijuana, cocaine, MDMA and several prescription pills that have been completed which will result in future criminal indictments.
- A marijuana trafficking investigation in which marijuana and prescription pills were being brought in from other states and sold in Murfreesboro. As a result of the investigation approximately three pounds of marijuana were recovered and three hundred Roxicodone pills. One individual was arrested. \$120,899.02 in cash was seized and a vehicle with an estimated value of \$65,000.
- A joint investigation between the Murfreesboro Police, Franklin Police and the Tennessee Bureau of Investigation into prostitution and human trafficking resulted in search warrants being executed on three "Massage Parlor" businesses in Murfreesboro. Other search warrants were served on "Massage Parlor" businesses in Franklin. \$14,048.24 in cash was seized in Murfreesboro during this operation and other money was seized in Franklin. Charges are pending against five individuals for prostitution and human trafficking.
- A joint investigation between the Murfreesboro Police Department and the Rutherford County Sheriff's Department involved investigating a complaint of prostitution at the Imperial Inn. The complaint was received at the Narcotics Office which received assistance from MPD Directed Patrol Unit, resulting in the arrest of two prostitutes and a man, who forced them into prostitution.
- A joint operation with the TBI and the Rutherford County Sheriff's Department involving heroin distribution in Murfreesboro and Rutherford County resulted in the execution of search warrants and several criminal indictments are pending as the case draws to a close. Approximately \$90,000 in cash was seized.
- A total of \$120,899.02 in cash seizures have been conducted thus far. Seven search warrants and three writ(s) of attachments have been executed this year.

FY 2016 DEPARTMENT GOALS

- Goals for the Narcotics Unit for 2015 will include identification of the most readily dangerous drugs in Murfreesboro and individuals selling these drugs. These individuals will be targeted thru confidential informant recruitment, targeted search warrant executions and aggressive prosecution with the cooperation of the District Attorney's Office.
- An increased amount of marijuana has been recovered thru the mail systems. Detectives will begin working at UPS once a week to intercept packages and arrest those responsible.
- Vice/Narcotics Detective will begin aggressively investigating human trafficking and prostitution. Hopefully, with the formation of a prostitution/human trafficking unit. These Detectives will focus on massage parlors, back page ads, Craig's List and other identified media outlets that promote prostitution and human trafficking. These detective will work with the District Attorney's Office one prosecuting criminal organizations. These detectives will also meet with lawmakers and the district attorney to help promote new laws which will aid in these investigations.
- Vice/Narcotics Detectives will conduct several covert operations into underage alcohol sales. We will work ABC Officer to ensure compliance.
- A Narcotics Detective will be assigned to primarily work pill diversion cases. This area is one of the largest and fastest growing areas of abuse in the nation.

EXPENDITURE SUMMARY

	Drug Fund				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 159,355	\$ 126,765	\$ 110,000	\$ 100,000	\$ 110,000
Operating Costs	\$ 78,301	\$ 155,175	\$ 152,700	\$ 152,950	\$ 187,250
Capital Expense	\$ 5,544	\$ 36,713	\$ 53,900	\$ 9,800	\$ 8,000
Total Drug Fund	\$ 243,200	\$ 318,653	\$ 316,600	\$ 262,750	\$ 305,250



HUMAN RESOURCES SUMMARY

None

	2015-2016 BUDGET YEAR					
	DRUG FUND					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
REVENUES						
COURT FINES	98,031	140,401	100,000	100,000	100,000	0
COURT FINES THRU GENERAL FUND	98,031	140,401	100,000	100,000	100,000	0
SEIZURE AWARDS	143,920	264,574	100,000	195,000	150,000	50,000
INTEREST	948	1,196	1,000	1,100	1,000	0
SALE OF FIXED ASSETS & SEIZURES	2,906		500	50,000	50,000	49,500
UNAUTHORIZED SUBSTANCE TAX	175	150	100	150	100	0
MISCELLANEOUS	16,422	17,982	10,000	17,374	17,000	7,000
FROM FUND BALANCE		(246,051)	5,000	(200,874)	(112,850)	(117,850)
TOTAL REVENUE	360,433	318,653	316,600	262,750	305,250	(11,350)
EXPENDITURES						
SALARIES						
TRANSFER TO GENERAL FUND:						
OVERTIME / COURT-TIME	159,355	126,765	110,000	100,000	110,000	0
	159,355	126,765	110,000	100,000	110,000	0
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	16,005	24,925	20,000	22,000	25,000	5,000
VEHICLES & MACHINERY	309	5,658	1,000	0	1,000	0
RADIOS	110	0	200	0	1,500	1,300
OFFICE EQUIPMENT	550	0	500	500	500	0
BUILDINGS	95	980	1,000	100	1,000	0
DRUG DOG	2,084	10,598	9,000	10,600	11,000	2,000
	19,153	42,161	31,700	33,200	40,000	8,300
SUPPLIES						
POSTAGE	37	37	50	50	50	0
OFFICE SUPPLIES	867	2,170	2,000	1,300	2,500	500
EMPLOYEE	16	33	100	100	100	0
JANITORIAL	202	97	250	250	300	50
CLOTHING	426	12,097	750	500	750	0
OTHER MISC. SUPPLIES	2,875	1,173	2,500	1,700	2,500	0
	4,423	15,607	5,650	3,900	6,200	550
UTILITY SERVICE						
ELECTRIC	3,491	3,750	4,000	4,000	4,500	500
WATER & SEWER	1,471	1,475	1,500	1,500	2,000	500
GAS	1,190	766	1,200	500	1,000	(200)
TELEPHONE	3,620	5,231	4,500	7,000	7,000	2,500
CELLULAR TELEPHONES	7,060	8,490	8,600	10,000	10,000	1,400
	16,832	19,712	19,800	23,000	24,500	4,700
MISCELLANEOUS EXPENSE						
EMPLOYEE TESTING	0	3,405	3,500	500	3,500	0
ASSOCIATION DUES		180	50	0	50	0
TRAINING PERSONNEL	7,230	18,966	10,000	14,300	15,000	5,000
UNDERCOVER OPERATIONS	26,135	49,556	70,000	55,500	85,000	15,000
COMPUTER SOFTWARE		1,750	2,000	550	2,000	0
INTEL SERVICES			6,500	0	6,500	0
OTHER MISCELLANEOUS	4,528	3,838	3,500	22,000	4,500	1,000
	37,893	77,695	95,550	92,850	116,550	21,000
OPERATING BUDGET	237,656	281,940	262,700	252,950	297,250	34,550
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT - FURN & EQUIP					8,000	
	5,544	36,713	53,900	9,800	8,000	(45,900)
TOTAL DRUG FUND	243,200	318,653	316,600	262,750	305,250	(11,350)



CAPITAL IMPROVEMENT FUND

DEPARTMENT SUMMARY

The Capital Improvement Fund houses the major non-debt portion of capital projects of the City. For FY 2016, the funds budgeted are for City School capital projects. The City anticipates it will receive approximately \$4.8 million at the end of FY 2015 from County Shared Bond proceeds. The City Schools also anticipate getting a \$1.5 million low interest loan for energy improvements to the school buildings. These proceeds will fund the City School building and improvement projects in FY 2016.

In addition, this fund budgets the use of the Wayfaring Grant received in a prior fiscal period. These funds are available for use maintaining directional and information signs placed in the downtown area.

IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Provides funding and accounting for the capital improvement projects that improve the infrastructure of parks, schools and roadways

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Maintain capital improvement plan software and monitoring procedures

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Continue to maintain capital projects to meet the needs of the City and its citizens

ENGAGING OUR COMMUNITY

- Keep the public informed through the use of wayfaring signs

FY 2015 ACCOMPLISHMENTS

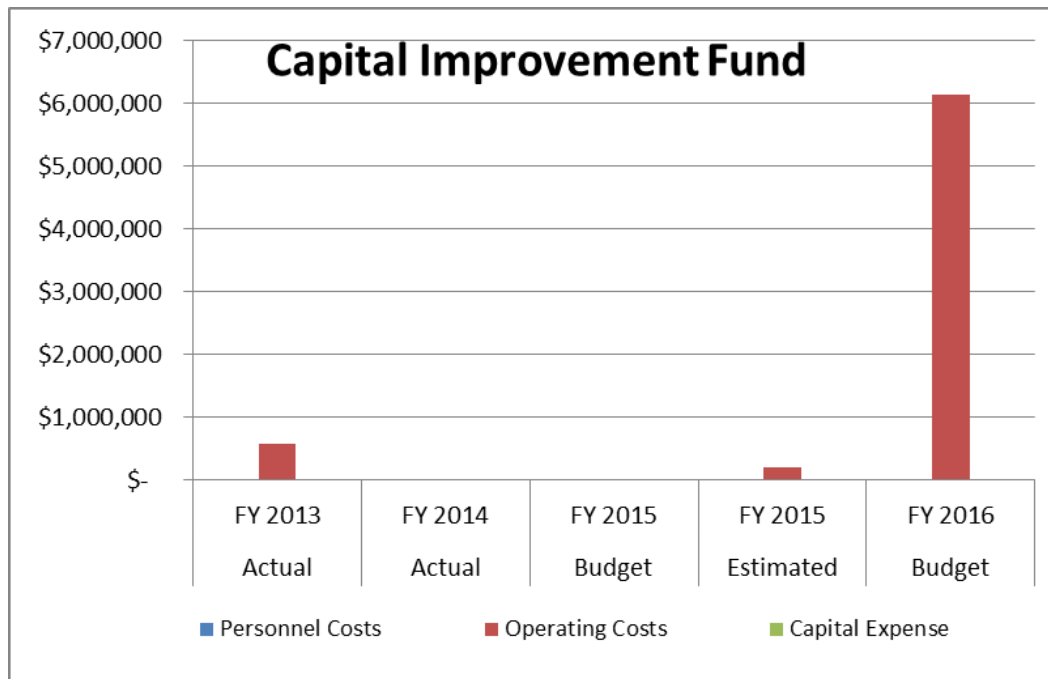
- Accurately accounted for capital projects

FY 2016 DEPARTMENT GOALS

- Maximize grant revenues, County Shared Bond proceeds and a low interest loan proceeds by maintaining efficiency and accuracy

EXPENDITURE SUMMARY

	Capital Improvement Fund				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Costs	\$ 577,634	\$ 60	\$ 8,100	\$ 200,000	\$ 6,128,116
Capital Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital Improvement Fund	\$ 577,634	\$ 60	\$ 8,100	\$ 200,000	\$ 6,128,116



HUMAN RESOURCES SUMMARY

None

	2015-2016 BUDGET YEAR					
	CAPITAL IMPROVEMENT & CONTINGENCY FUND					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
REVENUES						
INTEREST	643	478	500	400	400	(100)
VARIOUS GRANTS			7,600	0	7,600	0
SCHOOL ENERGY LOAN PROCEEDS	971,518	0	0	0	1,500,000	1,500,000
COUNTY SHARED FUNDS-SCHOOLS			0	4,820,016	0	0
OTHER MISCELLANEOUS		213,626	0	0	4,620,116	
TOTAL REVENUE	972,161	214,104	8,100	4,820,416	6,128,116	1,499,900
EXPENDITURES						
GRANT EXPENDITURES	191,956	0	7,600	0	7,600	0
SCHOOL CAPITAL PROJECTS	385,678	0	0	200,000	6,120,016	6,120,016
OTHER MISCELLANEOUS	0	60	500	0	500	0
TOTAL CAPITAL IMPROV. FUND	577,634	60	8,100	200,000	6,128,116	6,120,016



TMBF / BOND FUND

DEPARTMENT SUMMARY

The TMBF/BOND Fund is a capital project fund that covers expenses of the City's projects funded through the Tennessee Municipal Bond Fund (TMBF) or bonds issued through the open market. The TMBF has loaned Murfreesboro funds for capital projects through a Variable Rate Debt Obligation (VRDO) facility as well as fixed rate obligations. The VRDO has provided very low cost capital funds historically over the more than 20 years of Murfreesboro's use of the fund. As a capital project fund, revenues from TMBF and bond issues are recorded and expensed to Capital Projects and Debt Service Funds.

Projects budgeted in this fund include:

- The Street Division of the Engineering Department has budgeted approximately \$1.5 million for various equipment needs. Similarly, the Fire & Rescue Department is budgeting \$1.2 million for the replacement of a Snorkel Truck Replacement. The Golf Department has budgeted \$105,000 for the purchase of various grounds equipment purchases. The Solid Waste Department is budgeting approximately \$2.2 million in equipment replacement. Renovations and updates to various City Departments is budgeted at approximately \$700,000. Other than normal operating and maintenance costs, no additional fiscal impact is expected from these purchases.
- The Police Department purchased a vacant medical office building near the downtown area for approximately \$4 million. This facility will be completely remodeled during the next 2 years and will eventually house all Police operations in one location, leaving several City buildings open for use by other departments. An additional \$44.5 million is anticipated to be spent out of this Fund for renovations and remodeling. While no significant fiscal impact is expected in FY 2016, once the facility is operational there will be additional utility and maintenance costs.

The Police Department has also budgeted approximately \$2.7 million for equipment and software purchases. Other than normal operating and maintenance costs, no additional fiscal impact is expected from these purchases.

- The Parks & Recreation Department is budgeting \$10 million for the purchase and development of a new park on the West side of town. There will be operating and staffing impacts once the park is complete but none of these costs are anticipated in FY 2016. Approximately \$1.2 million for the City's local match is anticipated to be used towards extending the Greenway system (the Federal match is found in the Recreation budget). In addition, approximately \$4.2 million in

renovations at various parks and the purchase of equipment has also been budgeted. Other than normal operating and maintenance costs, no additional fiscal impact is expected from these purchases.

- Transportation needs continue to be an important focus for the City. Approximately \$11.5 million in construction of various projects across the City have been budgeted. Future maintenance costs for this and other highways is paid for through the General Fund and the State Street Aid as part of the City's normal maintenance costs.

ORGANIZATION CHART

None

FY 2015 ACCOMPLISHMENTS

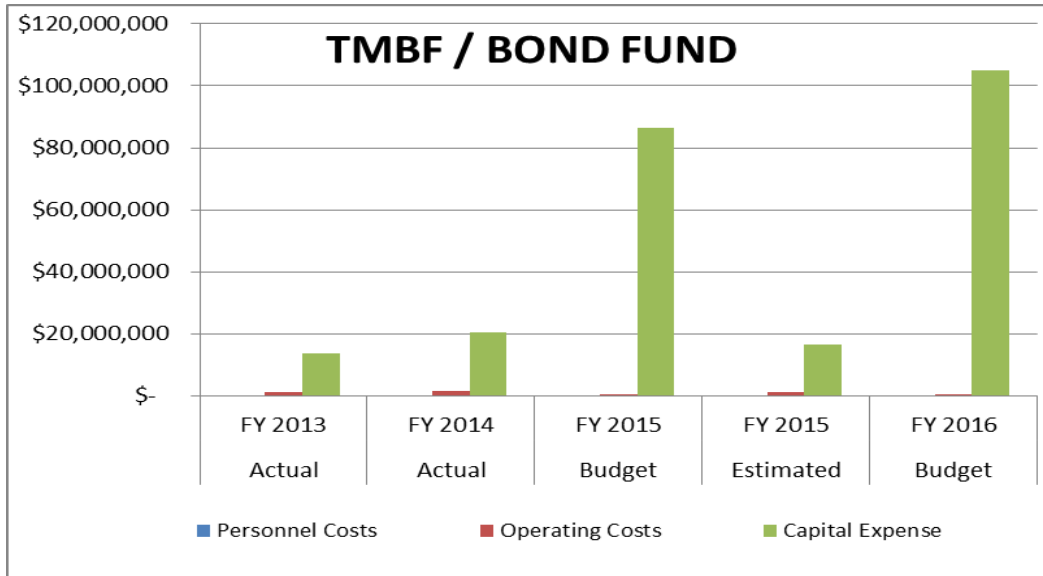
- Managed borrowed funds to track spending by category and loan type for effective reporting

FY 2015 DEPARTMENT GOALS

- Coordinate with new financial software to track borrowed funds for reporting and inquiry purposes

EXPENDITURE SUMMARY

	TMBF / BOND FUND				
	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimated FY 2015	Budget FY 2016
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Costs	\$ 1,291,719	\$ 1,385,357	\$ 300,000	\$ 989,250	\$ 300,000
Capital Expense	\$ 13,574,982	\$ 20,440,563	\$ 86,305,436	\$ 16,579,000	\$ 105,000,000
Total TMBF/Bond Fund	\$ 14,866,701	\$ 21,825,920	\$ 86,605,436	\$ 17,568,250	\$ 105,300,000



HUMAN RESOURCES SUMMARY

None

	2015-2016 BUDGET YEAR					
	TMBF / BOND FUND					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
REVENUES						
2008 TMBF PROCEEDS	0	68,747	48,960	48,960	0	(48,960)
2012 DEBT PROCEEDS	45,800,000					
2014 BOND PROCEEDS		11,273,664	0	0	0	0
2014 TMBF PROCEEDS		99,145	5,254,800	2,370,625	2,859,375	(2,395,425)
2015 DEBT PROCEEDS			46,000,000	0	73,000,000	27,000,000
INTEREST	130,354	105,893	22,500	72,275	50,000	27,500
CONTRIBUTIONS FROM OTHERS	1,441,948	1,355,307	300,000	967,205	300,000	0
MISCELLANEOUS						
FROM FUND BALANCE		8,923,164	34,979,176	14,109,185	29,090,625	(5,888,551)
TOTAL REVENUE	47,372,302	21,825,920	86,605,436	17,568,250	105,300,000	18,694,564
EXPENDITURES						
CAPITAL OUTLAY PROJECTS	13,574,982	20,440,563	86,305,436	16,579,000	105,000,000	18,694,564
TRANSFER TO DEBT SERVICE	1,291,719	1,385,357	300,000	989,250	300,000	0
TOTAL TMBF/BOND FUNDS	14,866,701	21,825,920	86,605,436	17,568,250	105,300,000	18,694,564



INSURANCE FUND

DEPARTMENT SUMMARY

The Insurance fund reflects the cost of the City's self-funded health insurance plan and dental program.

Because Human Resources and the Insurance Fund goals are interrelated, several of the operating and performance measures of Human Resources also serve the Insurance Fund.

IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Self-insurance has proven a cost effective way for the City to provide health insurance for its employees and their dependents

FY 2015 DEPARTMENT ACCOMPLISHMENTS

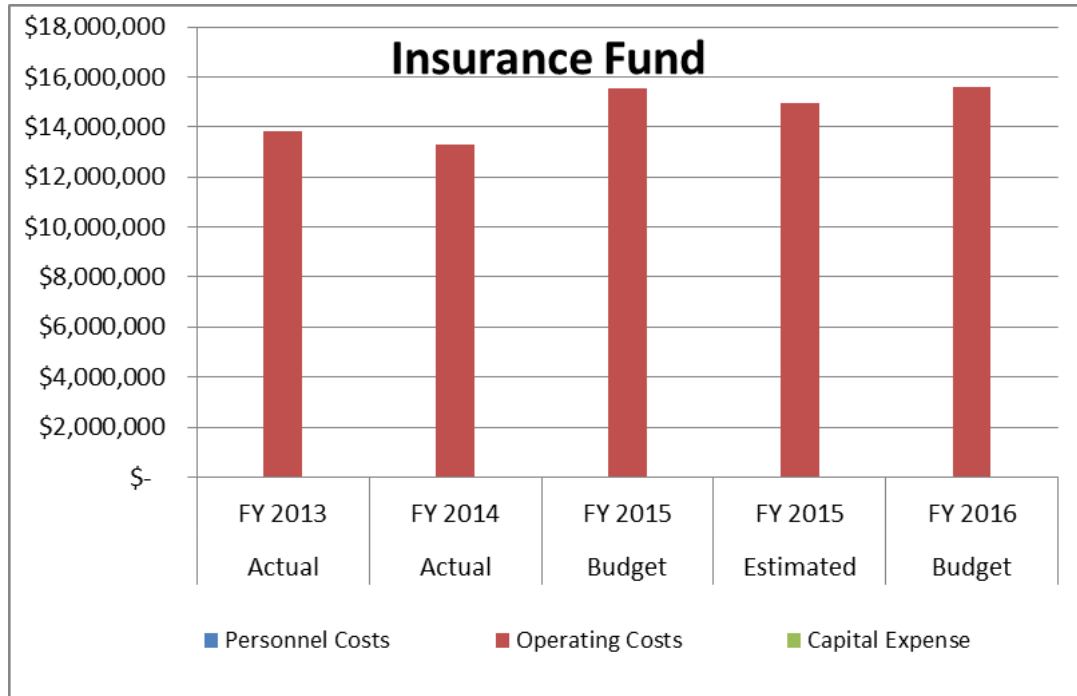
- Reviewed and made revisions of the medical plan benefits for diagnostic testing to decrease participant cost by treating these tests as if the plan deductible had already been met
- Managed and reviewed all insurance plans offered, with the assistance of a third-party consultant

FY 2016 DEPARTMENT GOALS

- Track and efficiently manage all funding costs within the new software system to allow for better information sharing for management review
- Continue the wellness program to promote consumerism at the participant level
- Coordinate with the third-party consultant to offer a high-quality insurance plan while also managing the plan cost

EXPENDITURE SUMMARY

	Insurance Fund				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Costs	\$ 13,852,738	\$ 13,312,043	\$ 15,557,424	\$ 14,972,895	\$ 15,613,967
Capital Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Total Insurance Fund	\$ 13,852,738	\$ 13,312,043	\$ 15,557,424	\$ 14,972,895	\$ 15,613,967



HUMAN RESOURCE SUMMARY

None

	2015-2016 BUDGET YEAR					
	INSURANCE FUND					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
REVENUES						
FROM CITY FUNDS	8,204,893	8,715,771	10,536,067	10,014,680	10,517,092	(18,975)
FROM ACTIVE EMPLOYEES	1,818,695	1,931,331	2,296,663	1,963,000	1,989,400	(307,263)
FROM RETIRED EMPLOYEES	250,383	258,084	287,334	287,800	310,625	23,291
FROM WATER & SEWER	1,950,766	2,096,606	2,321,380	2,386,315	2,546,750	225,370
FROM EVERGREEN CEMETERY	80,939	61,936	79,214	91,000	99,100	19,886
MEDICARE SUBSIDY	61,062	92,423	50,000	58,975	50,000	0
REINSURANCE	475,527	448,386	100,000	170,000	100,000	0
INTEREST	1,610	860	1,000	1,125	1,000	0
FROM FUND BALANCE	1,008,863					
TOTAL REVENUE	13,852,738	13,605,397	15,671,658	14,972,895	15,613,967	(57,691)
EXPENDITURES						
EMPLOYEE ASSISTANCE BENEFITS	18,526	18,506	20,000	18,680	20,000	0
MEDICAL	13,235,454	12,639,216	14,550,154	13,914,915	14,424,467	(125,687)
DENTAL	560,912	576,621	611,345	679,000	680,000	68,655
SURVEYS/STUDIES/CONSULTANT	33,000	60,800	90,000	90,000	90,000	0
WELLNESS			158,925	129,800	247,000	88,075
FEDERAL PPACA FEES		4,902	117,000	138,500	150,000	33,000
OTHER MISCELLANEOUS	4,846	11,998	10,000	2,000	2,500	(7,500)
TOTAL EXPENDITURES	13,852,738	13,312,043	15,557,424	14,972,895	15,613,967	56,543



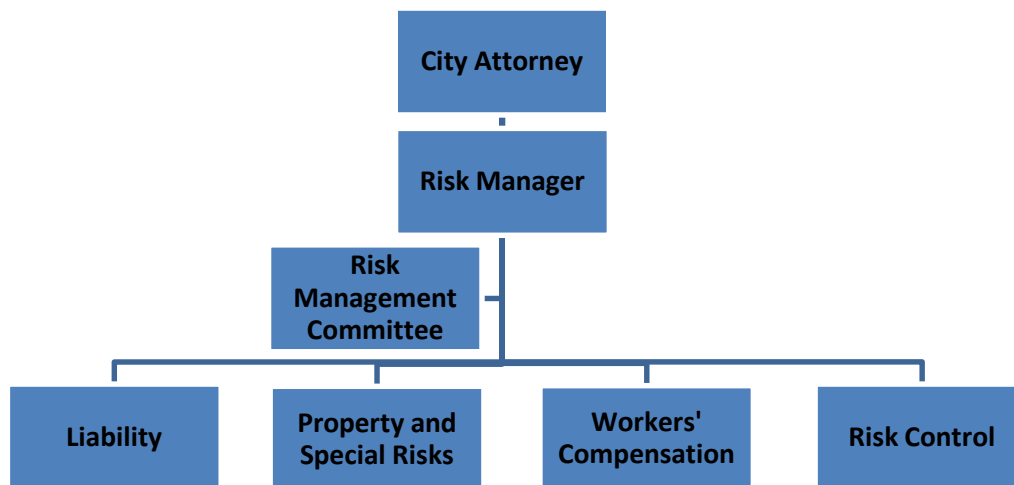
RISK MANAGEMENT FUND

FUND SUMMARY

The Risk Management Fund seeks to provide other City departments with the most practical, beneficial and economical methods to identify and treat risk issues. Risk Management is responsible for maintaining the City's self-insured programs in property, liability and workers' compensation insurance and for procuring special and excess risk insurance in key areas. The Risk Management staff manages all workers' compensation claims to ensure they are handled in compliance with state law. Property and liability claims are examined for correct and appropriate disposition. Risk Management also develops and implements safety training and risk control programs through the work of the Safety Director and City-wide Safety Committee. The Safety Director ensures City compliance with Tennessee Occupational Safety and Health Act mandated regulations and programs.

The various funds of the City contribute to the Risk Management Fund based upon the number of employees, employee classifications, nationally-recognized insurance rates and loss history. This funding formula is reviewed annually by the Risk Management Committee.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Provide training in safety, protective measures and other areas to lower the number of injuries and preventable incidents
- Provide support to the City's safety committee

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Through strong management of the City's risk control program, continue to reduce the risk exposure of City departments
- Manage the self-insured property, liability, special risks and workers' compensation programs in the most economical methods

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Administer all claims from both the public and internally in an efficient and effective manner

ENGAGING OUR COMMUNITY

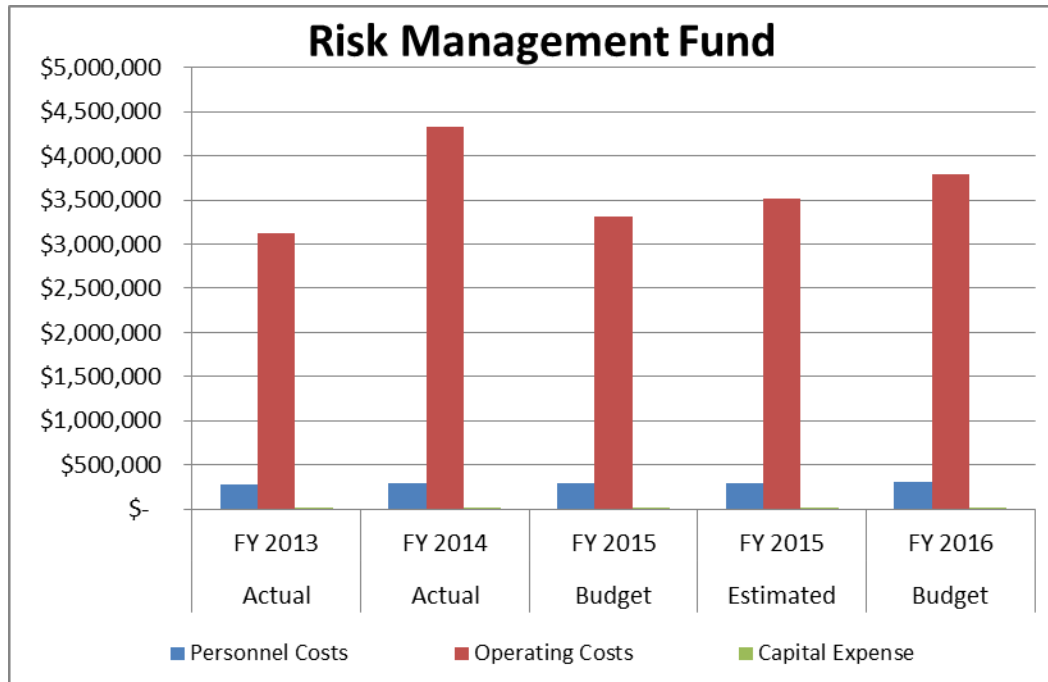
- Provide information about safe use of recreational and other public facilities

FY 2016 DEPARTMENT GOALS

- Improve employee safety by educating public about Move Over Law through yearlong multi-media campaign

EXPENDITURE SUMMARY

	Risk Management Fund				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 277,678	\$ 287,348	\$ 297,990	\$ 297,990	\$ 304,304
Operating Costs	\$ 3,126,118	\$ 4,324,150	\$ 3,315,615	\$ 3,519,900	\$ 3,791,595
Capital Expense	\$ 2,644	\$ 904	\$ 1,500	\$ 1,300	\$ 1,500
Total Risk Management Fund	\$ 3,406,440	\$ 4,612,402	\$ 3,615,105	\$ 3,819,190	\$ 4,097,399



HUMAN RESOURCES SUMMARY

Risk Management Fund				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
Risk Manager	1	1	1	1
Safety Officer	1	1	1	1
Legal Assistant/Claims Administrator	1	1	1	1
Total Risk Management Fund Allocation	3	3	3	3

	2015-2016 BUDGET YEAR					
	RISK MANAGEMENT FUND					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
REVENUES						
FROM GENERAL FUND	2,956,041	2,917,369	2,744,538	2,897,012	2,679,132	(65,406)
FROM AIRPORT FUND	7,936	7,742	7,630	7,630	7,323	(307)
FROM FLEET SERVICES FUND	54,936	3,456	5,094	6,931	5,607	513
FROM COMMUNITY DEVELOPMENT	308					0
FROM WATER & SEWER	581,660	498,094	390,049	456,958	449,668	59,619
FROM CITY SCHOOLS	420,510	432,858	436,821	433,928	445,987	9,166
FROM LINEBAUGH PUBLIC LIBRARY	1,748	1,731	1,731	1,731	1,731	0
INTEREST	26,798	15,847	22,000	15,000	15,000	(7,000)
FROM FUND BALANCE		735,307	7,242	0	492,951	485,709
TOTAL REVENUE	4,049,937	4,612,404	3,615,105	3,819,190	4,097,399	482,294
EXPENDITURES						
PERSONNEL COSTS						
SALARIES & WAGES					228,691	
LONGEVITY					2,340	
TOTAL SALARIES & WAGES	215,834	221,831	228,144	228,144	231,031	2,887
SOCIAL SECURITY	16,234	16,646	17,453	17,453	17,674	221
MEDICAL - DENTAL	18,398	22,269	23,559	23,559	25,861	2,302
PENSION PLAN	25,702	25,039	27,271	27,271	28,175	904
LIFE INSURANCE/LTD	1,510	1,563	1,563	1,563	1,563	0
TOTAL PERSONNEL COSTS	277,678	287,348	297,990	297,990	304,304	6,314
OPERATION AND MAINTENANCE						
OFFICE EQUIPMENT	825	458	1,100	1,100	1,100	0
	825	458	1,100	1,100	1,100	0
SUPPLIES						
POSTAGE	1,161	870	1,100	1,100	1,100	0
OFFICE	1,663	2,014	2,000	2,200	2,200	200
LIBRARY	4,337	3,867	6,000	4,500	6,000	0
	7,161	6,751	9,100	7,800	9,300	200
INSURANCE						
CLAIMS-FLEET SERVICE			100,000	85,000	100,000	0
EXCESS WORKERS' COMP	297,325	332,839	332,839	364,628	364,628	31,789
CLAIMS-POLICE S.I.R.	4,286	28,932	50,000	0	50,000	0
CLAIMS	2,206,515	3,385,087	2,109,802	2,470,678	2,500,000	390,198
	2,508,126	3,746,858	2,592,641	2,920,306	3,014,628	421,987
UTILITY SERVICE						
TELEPHONE	647	637	700	700	700	0
CELLULAR TELEPHONE	412	565	700	700	700	0
	1,059	1,202	1,400	1,400	1,400	0
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	622	552	600	500	600	0
MEALS DURING MEETINGS	0	0	450	150	450	0
	622	552	1,050	650	1,050	0
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	1,288		1,830	1,600	1,830	0
TRAINING PERSONNEL	0		2,500	1,800	3,000	500
LEGAL / PROFESSIONAL SERVICES		12,667	45,000	5,000	45,000	0
TRANSFERS TO OTHER FUNDS	601,187	553,292	573,494	573,494	625,492	51,998
COMPUTER SOFTWARE			80,000	0	80,000	0
ACTUARIAL STUDY	4,750		5,000	4,750	5,000	0
OTHER MISCELLANEOUS	1,100	2,370	2,500	2,000	3,795	1,295
	608,325	568,329	710,324	588,644	764,117	53,793
OPERATING BUDGET	3,403,796	4,611,498	3,613,605	3,817,890	4,095,899	482,294
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					1,500	
	2,644	904	1,500	1,300	1,500	0
TOTAL RISK MANAGEMENT FUND	3,406,440	4,612,402	3,615,105	3,819,190	4,097,399	482,294

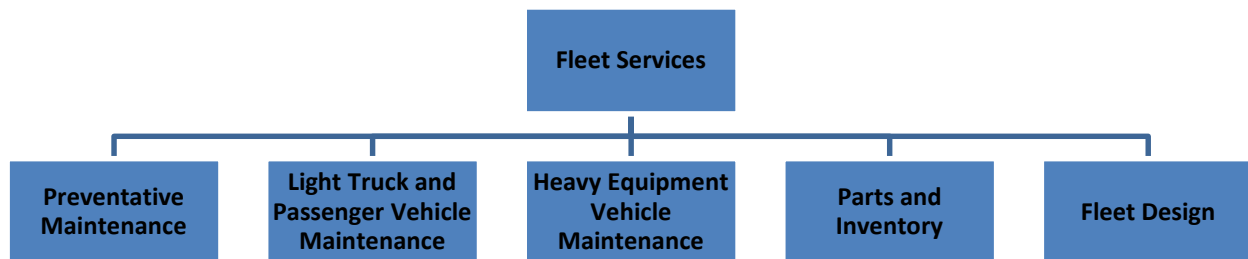


FLEET SERVICES

DEPARTMENT SUMMARY

The Fleet Services Department ensures that all City fleet vehicles are selected, utilized and maintained in a manner that provides the most economical support to City services. Fleet services effectively and efficiently manages over 700 pieces of rolling stock by maintaining suitable parts inventories, performing inspections, scheduling and conducting preventive maintenance, keeping equipment histories, assisting in drafting specifications for new equipment, in addition to the repair and maintenance of assigned vehicles and equipment.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Maintains the equipment necessary to provide services to the City's neighborhoods

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Maintain the most cost effective preventive maintenance and repair service for service vehicles of other departments

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Participate in the first round of customer service training
- Use computerized data base to distribute cost analysis reports (maintenance/repair costs, mileage reports, cost per mile and utilization) to department heads
- Communicate with department heads concerning maintenance costs
- Facilitate vehicle emissions testing with the State for all City vehicles that are required to be tested
- Schedule and oversee annual aerial testing of all Fire & Rescue Dept. aerials and the Urban Environmental bucket truck

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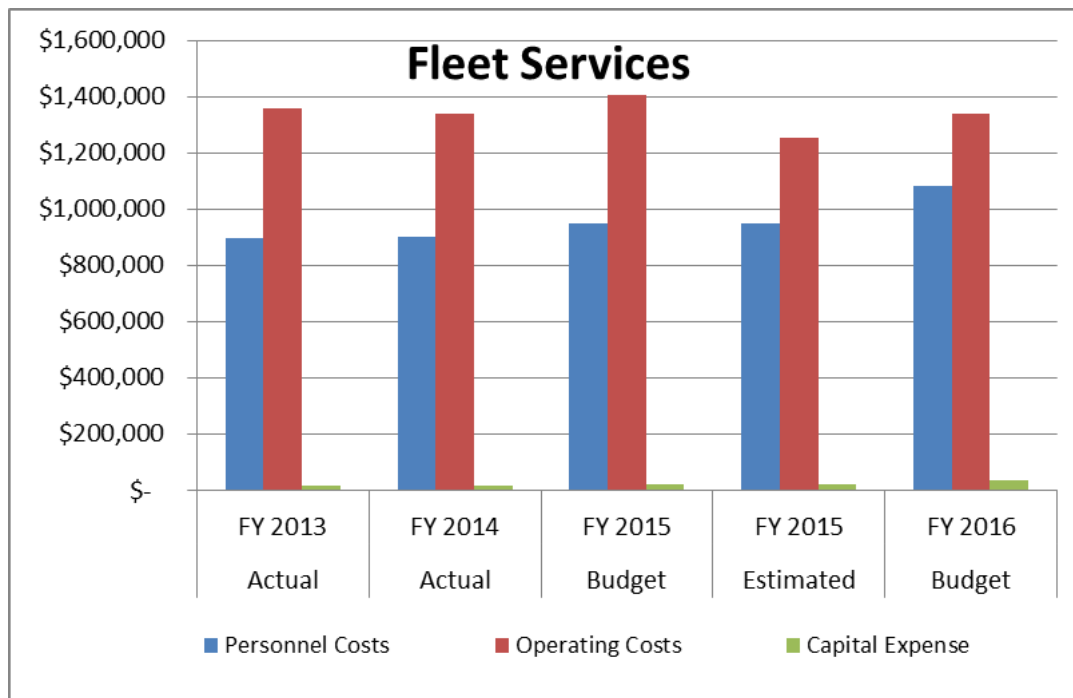
- The Fleet Service Department does not typically interact with the general public on a daily basis. However, its role in efficiently maintaining the City's fleet of vehicles and equipment allows each Department to carry out their specific assignments throughout the City in a safe and effective manner

FY 2016 DEPARTMENT GOALS

- Exceed 95% fleet availability
- Meet all inspection and preventive maintenance schedules
- Turn around 95% of all repairs within 3 days
- Maintain an industry productivity benchmark 70 percent technician productivity

EXPENDITURE SUMMARY

	Fleet Services				
	Actual	Actual	Budget	Estimated	Budget
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Personnel Costs	\$ 895,405	\$ 901,175	\$ 948,816	\$ 948,816	\$ 1,083,948
Operating Costs	\$ 1,359,156	\$ 1,338,931	\$ 1,403,523	\$ 1,253,857	\$ 1,337,754
Capital Expense	\$ 14,619	\$ 14,553	\$ 22,250	\$ 20,000	\$ 36,700
Total Fleet Services Fund	\$ 2,269,180	\$ 2,254,659	\$ 2,374,589	\$ 2,222,673	\$ 2,458,402



HUMAN RESOURCES SUMMARY

Fleet Services Fund				
	Actual	Actual	Estimated	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016
Job Description				
Director	1	1	1	1
Administrative Support Specialist	1	1	1	1
Chief Mechanic	0	0	0	1
Preventative Maintenance Technician	1	1	1	1
Lead Mechanic	3	3	3	3
Heavy Equipment Mechanic	7	7	7	7
Total Fleet Services Fund Allocation	13	13	13	14

	2015-2016 BUDGET YEAR					
	FLEET SERVICES FUND					
	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
REVENUES						
FROM GENERAL FUND	1,978,706	1,832,896	2,078,865	1,934,288	2,158,402	79,625
FROM RISK MANAGEMENT	85,470	191,017	100,000	85,000	100,000	0
FROM DRUG FUND	16,005	24,925	20,000	22,000	25,000	5,000
FROM WATER & SEWER FUND	182,919	201,246	175,724	160,000	175,000	(724)
SALE OF RECYCLABLES	7,783	4,662				0
SALE OF FIXED ASSETS	1,740	3,510				0
OTHER MISCELLANEOUS		137				
TOTAL REVENUES	2,272,623	2,258,393	2,374,589	2,201,288	2,458,402	83,901
EXPENDITURES						
PERSONNEL COSTS						
SALARIES & WAGES					731,148	
OVERTIME					15,000	
LONGEVITY					6,660	
TOTAL SALARIES & WAGES	599,558	628,237	651,217	651,217	752,808	101,591
SOCIAL SECURITY	43,590	45,289	49,818	49,818	57,590	7,772
MEDICAL - DENTAL	129,106	150,546	168,375	168,375	195,232	26,857
PENSION PLAN	64,409	66,256	69,516	69,516	65,748	(3,768)
RETIREMENT (401A)	2,582	3,000	3,387	3,387	6,155	2,768
LIFE INSURANCE/LTD	4,207	4,391	4,392	4,392	4,392	0
WORKERS' COMPENSATION	51,953	3,456	2,111	2,111	2,023	(88)
TOTAL PERSONNEL COSTS	895,405	901,175	948,816	948,816	1,083,948	135,132
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY	2,986	10,257	8,500	8,700	10,000	1,500
OFFICE EQUIPMENT	846	299	1,000	400	1,000	0
BUILDINGS/SHOP	8,053	14,310	15,000	14,000	17,000	2,000
	11,885	24,866	24,500	23,100	28,000	3,500
SUPPLIES						
POSTAGE	522	543	500	200	500	0
OFFICE	1,810	2,083	2,500	1,800	2,500	0
EMPLOYEE	981	814	2,000	1,000	2,000	0
JANITORIAL	3,774	5,077	5,000	4,500	12,500	7,500
CLOTHING	4,327	5,092	6,000	6,000	6,500	500
HAND TOOLS & HARDWARE	299	646	1,250	1,200	1,750	500
RAGS, TOWELS, ETC.	1,123	921	1,250	1,000	1,250	0
FUEL	5,078	4,498	4,374	4,773	6,511	2,137
CHEMICALS	2,759	1,968	3,500	2,750	3,500	0
SAFETY SUPPLIES	954	1,247	1,250	1,150	1,500	250
EMPLOYEE TOOL ALLOWANCE	5,000	5,500	5,500	5,500	6,500	1,000
MISCELLANEOUS SUPPLIES	76	59	1,000	200	200	(800)
	26,703	28,448	34,124	30,073	45,211	11,087
INSURANCE						
AUTOMOBILE	2,983	2,399	2,399	3,584	3,584	1,185
	2,983	2,399	2,399	3,584	3,584	1,185
UTILITY SERVICE						
ELECTRIC	37,186	39,045	42,000	37,000	42,000	0
WATER & SEWER	16,523	17,184	18,000	13,000	15,000	(3,000)
GAS	11,311	12,341	15,000	13,000	10,000	(5,000)
CELLULAR TELEPHONE	576	1,134	1,500	750	1,500	0
TELEPHONE	1,295	952	1,500	750	1,500	0
	66,891	70,656	78,000	64,500	70,000	(8,000)
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT			500	0	500	0
	0	0	500	0	500	0

	2012/2013	2013/2014	2014/2015	2014/2015	2015/2016	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
MISCELLANEOUS EXPENSE						
PARTS & LUBRICANTS	1,234,655					0
PARTS		576,318	730,000	650,000	682,959	(47,041)
LUBRICANTS		51,449	60,000	40,000	60,000	0
VENDOR SERVICES		432,296	305,000	275,000	250,000	(55,000)
TIRES		140,567	150,000	150,000	175,000	25,000
COMPUTER SOFTWARE	15,131	10,272	12,000	12,000	14,000	2,000
TRAINING PERSONNEL		129	4,000	4,000	6,000	2,000
OTHER MISCELLANEOUS	908	1,531	3,000	1,600	2,500	(500)
	1,250,694	1,212,562	1,264,000	1,132,600	1,190,459	(73,541)
OPERATING BUDGET	2,254,561	2,240,106	2,352,339	2,202,673	2,421,702	69,363
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT - FURN & EQUIP					8,000	
WASTE OIL HEATER (INSTALLED)					15,000	
CAGE PARTS STORAGE					10,000	
EVAPORATIVE COOLING UNIT					3,700	
	14,619	14,553	22,250	20,000	36,700	14,450
TOTAL FLEET SERVICES FUND	2,269,180	2,254,659	2,374,589	2,222,673	2,458,402	83,813

GLOSSARY

Budget Glossary

Municipal budgeting often involves a language known only to the astute local government elected or appointed official. The glossary below is intended to explain in common terms some of the more frequently used budgeting terms.

Accounting Period:

The annual period for which financial statements, budgets and other reports are prepared. In Tennessee, the accounting period begins July 1 and ends June 30.

Accounts:

Accounts are used to enter the formally adopted annual operating budget into the general ledger, as well as to organize expenditures and revenues by fund, department, activities etc.

Accounts Payable:

A short-term liability account reflecting amounts owed to private persons or organizations for goods and services

Accounts Receivable:

An asset account reflecting amounts owed by private persons or organizations for goods and services furnished by the government

Accounting System:

The total structure of records that are used to record, classify, and report information on the financial status and operation of a government.

Accrual Basis:

Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of cash flows.

Adopted Budget:

The budget that has been approved by the City Council that becomes the legal authority for spending.

Ad Valorem Tax:

A tax levied in the assessed value of real and personal property located within the City.

Allocation:

The distribution of expenses among various City functions or between different funding agencies. For example, the expense of maintaining the Civic Plaza and Parking Garage are divided by formula between the City and Rutherford County.

Amortization:

The reduction of a debt or other liability through regular payments over a specific period of time.

Annual Budget:

An estimate of expenditures for specific purposes during the fiscal year and the proposed means (estimated revenues) for financing those activities.

Appropriation:

A legal authorization made by the legislative body that permits staff to incur obligations and to make expenditures of governmental resources.

Arbitrage:

An investment that results in interest earnings in excess of interest costs.

Assessed Valuation:

A value set upon real and personal property by the Rutherford County Assessor as a basis for levying property taxes.

Assets:

Resources owned or held by the City which has real monetary value.

Assigned Fund Balance:

Assigned Fund Balance describes that portion of fund balance that reflects a government's intended use of resources. Such intent can be established by the governing body, another body or official designated for that purpose. There are two essential differences between committed fund balance and assigned fund balance. First, committed fund balance requires action by the highest level of decision-making authority (City Council). Second, formal action is necessary to impose, remove or modify a constraint reflected in the committed fund balance, whereas less formality is necessary in the case of assigned fund balance.

Audit:

A study of the City's accounting system to ensure that financial records are accurate and in compliance with all legal requirements for the handling of public funds, including state law, city ordinance and administrative policy.

Balanced Budget:

The planned expenditures do not exceed the budgeted revenue plus the unassigned fund balance.

Balance Sheet:

The basic financial statement, which discloses the assets, liabilities and equities of a fund at a specified date in conformity with GAAP (Generally Accepted Accounting Principles).

Bond:

A written promise to pay a specified sum of money (principal or "face value") at a specified future date ("maturity date") along with periodic interest paid at a specified percentage of the principal ("interest rate"). Bonds are typically used for long term financing of capital improvements.

Bond Rating:

A rating made by an established credit rating agency indicating the probability of timely repayment of principal and interest on bonds issued by the City. Murfreesboro maintains a AA- rating from Standard and Poor's and a Aa2 rating from Moody's Investors Service.

Budget:

A plan of financial operation consisting of an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Amendment:

To change the original adopted budget through action of members of the City Council by ordinance.

Budget Calendar:

The schedule of key dates or milestones that a government follows in the preparation and adoption of the budget.

Budget Document:

The official written statement reflecting the decisions made by City Council in their budget deliberations.

Budget Message:

A general discussion of the submitted budget presented in writing by the City Manager as part of the budget document reflecting the most important aspects of the budget and his recommendations.

Budget Ordinance:

The formal legislative enactment by the City Council.

Capital Improvements:

Major construction, repairs, additions, buildings, parks, streets and other facilities that cost more than \$25,000 and have a useful life of more than three years.

Capital Improvements Budget:

A one-year plan of capital expenditures and the means of financing them. The capital budget is enacted as part of the annual budget. The capital improvements budget is based upon the Capital Improvements Program (CIP).

Capital Improvements Program (CIP) :

A plan for capital expenditures to be incurred each year over a fixed period of years describing each project, its duration, and its cost. These projects are prioritized by a committee comprised of both City staff and council members. The CIP document is a companion to the annual budget document.

Capital Object Codes:

The "Buildings," "Structures," and "Equipment" object codes are used to show expenditures related to the one-year capital improvements budget. These items are of a permanent and tangible nature with a cost of \$5,000 or more.

Capital Projects Fund:

Funds created to account for the financial resources used for the acquisition or construction of major capital facilities or equipment.

Cash Flow Budget:

A projection of the cash receipts and disbursements anticipated during a given period.

CDBG:

An acronym for the Community Development Block Grant; these annual grants are federal funds, typically used for the construction or rehabilitation of affordable housing.

Committed Fund Balance:

Committed fund balance represents that portion of fund balance whose use is constrained by limitations that the government imposes on itself at the highest decision making level (City Council) and remains binding unless removed in the same manner.

Contingency Account:

An account in which funds are budgeted for emergency and exceptional expenditures that arises during the year and has not been provided for in other portions of the operating budget. Murfreesboro maintains such an account in the Non-Departmental budget.

Contractual Services:

The costs related to services performed for the City by individuals, business or utilities.

Cost:

The amount of money or other consideration exchanged for goods or services.

Current Assets:

Those assets available or that can be made readily available to finance current operations or pay current liabilities. Examples include cash, investments and receivables that can be collected within one year.

Current Liabilities:

Debt or other legal obligations arising out of transactions in the past, that must be liquidated, renewed or refunded within one year.

Debt Limit:

The maximum amount of outstanding debt legally permitted. The City Charter prescribes a general obligation debt limit of fifteen percent (15%) of assessed value. The Charter provides that revenue supported debt is excluded from the calculation and also provides Council with the method to exceed that limitation.

Debt Service:

The actual cost of interest, principal and related costs on borrowed funds, such as bonds and notes.

Deferred Compensation:

The City sponsors a supplemental retirement income plan (457). Employees may make voluntary contributions up to the limit prescribed by the Internal Revenue Service.

Deficit:

(1) The excess of an entity's liabilities and reserves over its assets; (2) the excess of expenditures over revenues during a single accounting period (e.g., a fiscal year).

Department:

A major administrative division of the City. A department has overall management responsibility for an operation or a group of related operations in one functional area.

Depreciation:

The decrease in value of capital assets over their useful life due to use.

Designation:

Funds earmarked for a specific purpose.

Division:

A program or function that falls within the functional area of a particular Department. Several Divisions may exist within one Department.

Encumbrance:

A financial commitment for a contract not yet performed. An encumbrance is charged against an appropriation at the time it is incurred for the purpose of satisfying the encumbrance after completion of the services.

Enterprise Fund:

A proprietary fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent of the enterprise funds is that the full cost of providing goods or services be financed primarily through charges and fees specific to the good or services and not with general tax revenues. The City's enterprise funds are: Water and Sewer and Electric.

Exempt Employee:

Employees that are not required to receive overtime pay under federal law.

Expenditure:

An amount of money, cash or checks actually paid or obligated for payment; a decrease in net financial resources.

Fiscal Year:

A twelve month period for which an organization plans the use of its resources. For Tennessee cities, the fiscal year is July 1 through June 30.

Fixed Assets:

Assets of a long-term nature that are intended to be held or used by the City. Examples include land, buildings, machinery, furniture and other equipment.

Franchise Fee:

A fee paid by public and private service businesses for the use of City streets, alleys and property in providing their services to the citizens of the City. Examples include franchise fees paid by cable providers, gas companies and electric utilities.

FTE or Full Time Equivalent:

A measurement of staffing. One FTE is a 40-hour per week position. An employee working 20-hours per week or an employee working 40-hours per week for only six months per year would be ½ FTE.

Fund:

The financial transactions of the City are recorded in Funds. Each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, reserves, equity, revenues and expenditures. Each individual fund records the financial transactions for a specific activity or function.

Fund Balance:

The excess of a fund's assets over its liabilities. This term is used in relation to governmental funds.

Fund Equity:

The excess of a fund's assets over its liabilities. This term is used in relation to proprietary funds.

Fund Type:

The City classifies its Funds into three generic fund types: Governmental, Proprietary and Fiduciary.

GAAP:

Generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board (GASB) or through common practice.

GASB:

Governmental Accounting Standards Board

General Fund:

The General Fund is the primary operating fund of the City. It is used to account for all financial resources of the general government except those required to be reported for in another fund.

General Ledger:

A record containing the accounts needed to reflect the financial position and the results of operations of a City government.

General Obligation Bonds:

Debt issued by the City that is guaranteed for repayment by the full faith and credit of the City. The City pledges to levy whatever taxes are required to repay the bonds for any particular year.

Goals:

A statement of broad direction, purpose or intent based on the needs of the City. A goal is general in nature and usually has no specific time frame for its attainment.

Governmental Funds:

The financial transactions of most governmental functions are presented through governmental funds. These include the following fund types: General, Special Revenue, Capital Projects and Debt Service.

Grants:

A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grant moneys are usually dedicated for specific purposes.

Infrastructure:

The basic framework of cities. Examples include streets, water and sewer systems, public buildings and parks.

Interfund Transfer:

Payments from one fund to another fund which results in the recording of a receipt and expenditure. The annual transfer from the General Fund to the Park and Recreation Fund is one example of an interfund transfer.

Intergovernmental Revenue:

Revenue collected by one government and distributed to another government, usually along a predetermined formula or basis.

Internal Service Funds:

Funds used to account for the financing of goods or services provided by one City Department to other City or governmental entities on a cost reimbursement basis. Examples include the Fleet Service, Risk Management and Insurance funds.

Levy:

To impose taxes for the support of governmental activities or the total amount of taxes imposed by a government.

Liability:

Debt or other legal obligation arising out of transactions in the past which must be liquidated renewed or refunded at some future date.

Maintenance:

The upkeep of physical property used by the City in the provision of services.

Materials and Services:

Expenditures which are not related to personnel, transfers, debt service or capital. These are a fund's "discretionary" accounts and include items like supplies, consulting services, publications and training.

Modified Accrual:

Basis of accounting for all governmental funds and agency funds under which revenues are recorded when they become measurable and available. Expenditures are recorded when the liability is incurred, except for interest on general long-term obligations, which are recorded when due. It is a modified version of the full accrual basis of accounting that emphasizes and measures financial flow (tax and spend) of an organization, rather than capital accumulation (profit and loss).

Non-Exempt Personnel:

Employees eligible to receive overtime pay.

Non-spendable Fund Balance:

According to GASB, "Fund balance is only an approximate measure of liquidity. One reason is that some of the assets reported in governmental funds may be inherently non-spendable from the vantage point of the current period. There are assets that will never convert to cash (e.g., prepaid items and inventories of supplies); assets that will not convert to cash soon enough to affect the current period (e.g., non-financial assets held for resale, such as foreclosed properties); and resources that must be maintained intact pursuant to legal or contractual requirements (e.g., capital of a revolving loan fund).

Operating Budget:

The City's financial plan that outlines proposed expenditures for the coming fiscal year and estimates the revenues that will be used to finance them.

Ordinance:

A formal legislative enactment of the governing body of the municipality.

Performance Measurement:

Any systematic attempt to learn how responsive a government's services are to the needs of its constituents through the use of standards, workload indicators and other techniques.

Personnel Services:

Expenditures that are directly related to personnel, such as salaries, overtime, fringe benefits (health benefits) and payroll insurances (FICA, workers' compensation, etc.).

Property Tax:

A tax levied on the assessed value of real and personal property located within the City.

Proprietary Funds:

Proprietary funds are used to account for a government's ongoing operations and activities similar to those found in the private sector. Enterprise and internal service funds are Murfreesboro's uses of this fund type.

Refunding:

The issuance of long term debt to refinance existing long-term debt.

Restricted Fund Balance:

Restricted fund balance represents that portion of fund balance that is subject to externally enforceable legal restrictions. Such restrictions typically are imposed by parties altogether outside the government such as creditors, grantors, contributors or other governments. Restrictions can also arise when the authorization to raise revenues is conditioned upon the revenue being used for a particular purpose (e.g., gas tax for road construction).

Retained Earnings:

An equity account reflecting the accumulated earning of an enterprise or internal service fund.

Revenue:

An increase in governmental fund type net current assets. It is usually income from various sources used to finance government, such as tax and grant receipts.

Special Revenue Fund:

A fund used to account for resources that are subject to legal spending restrictions to finance a particular activity. Examples include the Golf, Airport and Recreation funds of the City.

Supplies:

A cost category for minor items required by City Departments to conduct their operations.

Surplus:

An excess of the assets of a fund over its liabilities and restricted equity.

Tax Base:

The total assessed value of property within the City.

Trust and Agency Funds:

These fiduciary funds are custodial and do not involve the measurement of results of operation. Principal and interest of these funds may be expended in the course of their designated operations. Examples of these are the Pension Fund and the School Trust Fund.

Unassigned Fund Balance:

The general fund will often have net resources in excess of what can properly be classified in one of the other four categories of fund balance. If so, that surplus is presented as unassigned fund balance.

User Charges:

The payment of a fee for direct receipt of a public service by the party benefiting from the service. Water and Sewer charges are examples of user fees.

Workload Indicators:

An indication of the output of a Department or activity. It may consist of transactions, products, events, services, persons served or other measurements of output.

APPENDIX

MTAS BENCHMARKS

The Municipal Technical Advisory Service (MTAS) of the University of Tennessee has completed twelve years of the Tennessee Municipal Benchmarking Project. This report provides performance and cost data on twenty-two Tennessee cities in ten different areas. FY 2014 represents Murfreesboro's second year to participate in the program. The complete 2014 MTAS benchmark report can be found at <http://www.mtas.utk.edu/web2012.nsf/Web/Benchmarking>.

The program presents comparison data using the four classifications of performance measures outlined by Professor David Ammons of the University of North Carolina. This classification scheme groups performance indicators into distinct types including workload, efficiency, effectiveness and resource measures. Definitions for these measure types are as follows:

Workload (output) measures demonstrate the amount of work performed or the number of services received by customers and clients. They are basic measures of what work is being done, but not how well it is done. Workload measures speak to the outputs of programs, but not the outcomes of service delivery. They are more limited in evaluating performance than efficiency and effectiveness indicators.

Example: police calls for service per 1,000 population

Efficiency measures capture the relationship between work performed and the amount of resources expended in performing the work. It is common to see these measures expressed as cost per unit produced or performed.

Example: fire cost per call for service

Effectiveness (outcome) measures indicate the quality or successfulness of work performed. They are tied to goals or targets established by agencies to achieve desired standards or results.

Example: fire department response time

Resource measures track the amount of inputs and resources local governments allocate to given service areas. Whereas efficiency measures gauge how cost-effective programs are in using resources to provide a given service, resource measures are more basic, tracking how much of a resource is allocated.

Example: solid waste full time equivalent employees per 1,000 population

For Murfreesboro, staff chose to shrink the benchmarked communities from twenty to eight in order to eliminate the smallest population communities from the analysis. Communities used in the study include:

<u>CITY</u>	<u>POPULATION</u>
Bartlett	56,488
Brentwood	37,060
Chattanooga	167,674
Cleveland	41,285
Franklin	66,370
Kingsport	51,264
Knoxville	178,874
Murfreesboro	109,031

The ten service areas measured include:

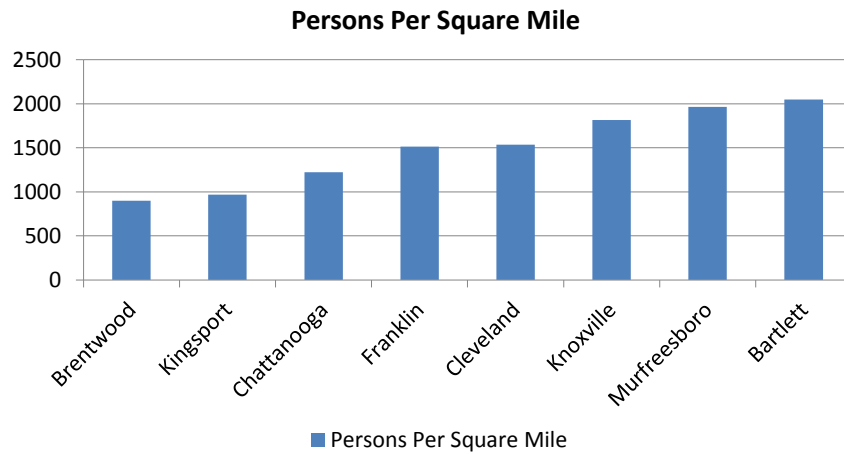
Building Code Enforcement	Employment Benefits
Finance	Fire
Human Resources	Parks and Recreation
Planning and Zoning	Police
Property Maintenance	Solid Waste

The member cities of the project worked diligently to ensure that the measures used in the project are based on accurate, actual and complete costs and service data. However, every city faces a different service environment. The first job of cities is to be responsive to the service demands of their citizens, not to strive for comparability with other cities. Every attempt has been made to account for the difference in service delivery systems, but variation remains.

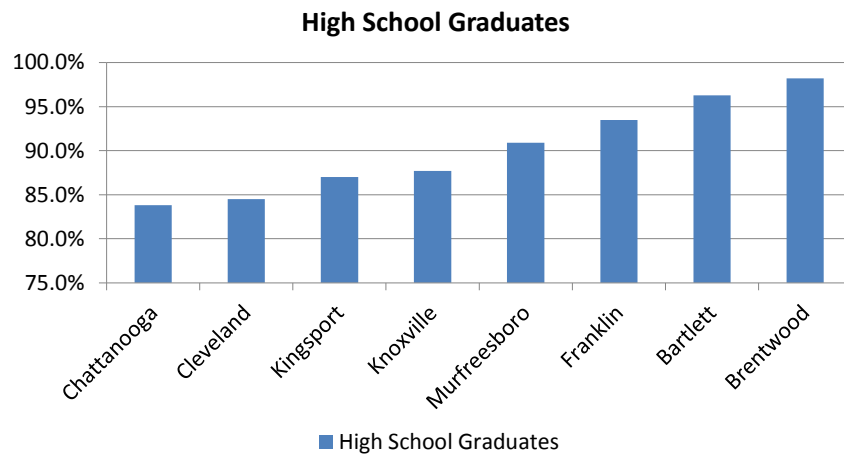
Participant City Demographics

Population Density

Murfreesboro is the second densest city in the sample group

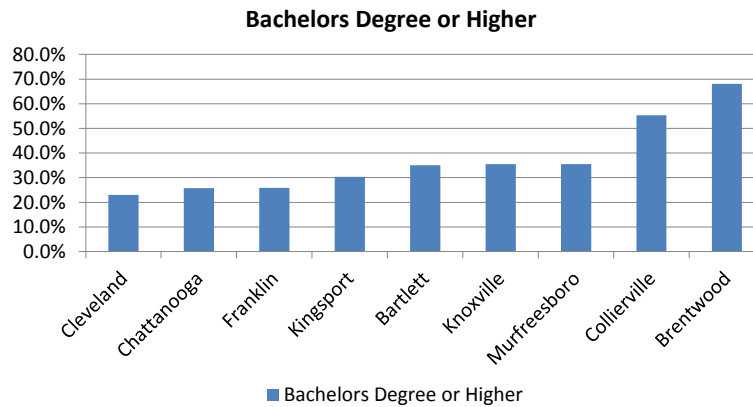


Educational Attainment



Murfreesboro is fourth of eight communities in High School graduation rates and third in the number of citizens with Bachelor's Degrees or higher education attainment.

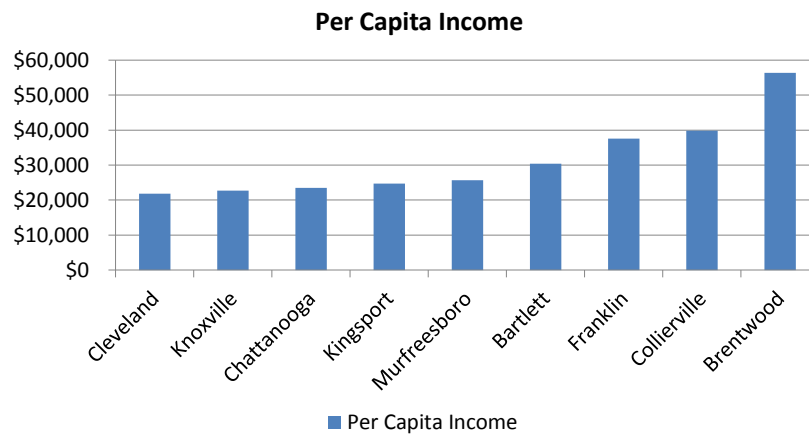
Educational Attainment



There is a correlation between Educational Attainment and Incomes as measured by the Per Capita Income and the Household Median Income.

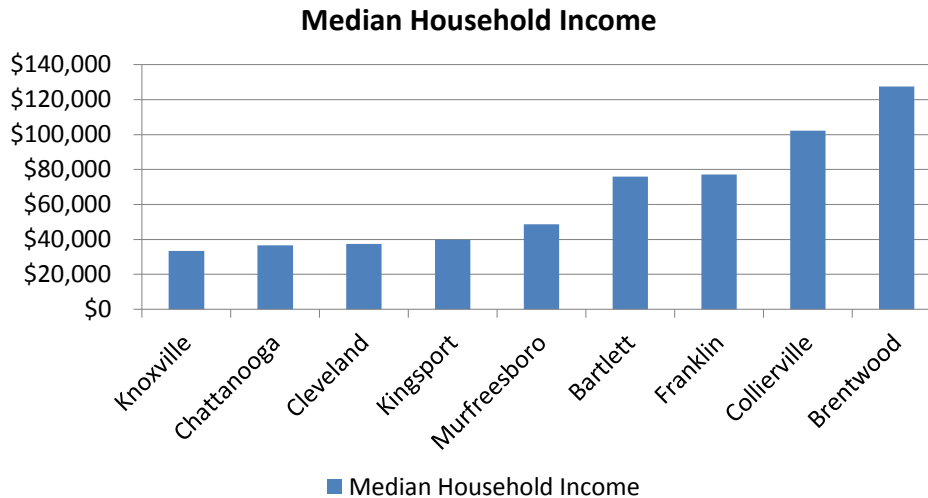
Community Incomes

Murfreesboro trails the cities with higher percentages of high school graduates



Community Incomes

Murfreesboro trails the cities with higher percentages of high school graduates



Personnel and Employment Benefits

Personnel costs represent a majority of any city budget and can exceed 75% in particular departments that are labor intensive, such as Fire and Rescue and Police. For this study, personnel costs include base salaries, bonuses, benefits such as health insurance, pensions and Social Security, and less common pay types such as housing and tuition allowances.

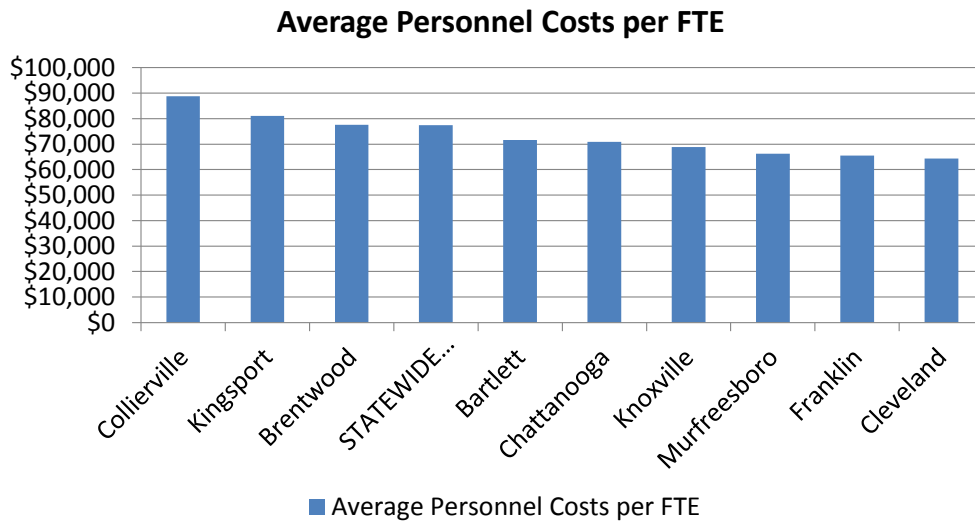
Employment benefits are viewed as part of the total compensation received by an employee in exchange for performance of the duties assigned their position. Murfreesboro and most cities attempt to treat employees in similar work classes in a similar fashion for the purposes of benefits and compensation. Murfreesboro and most cities also strive to understand their agencies position within the relative labor market in order to design a recruitment and retention strategy.

The intent of this section is to provide a brief introduction to the nature and range of benefits offered by the cities selected for the benchmark study with Murfreesboro. There are nuances and interpretations which make strict comparison impossible.

Murfreesboro's aggressive compensation plan over the past three years has raised the city's average personnel costs (salaries and benefits) from the lowest of the eight largest cities in the study to sixth place. While only 4% above the statewide average, Murfreesboro's personnel costs are continuing to grow with significant salary improvement in FY 2015 and the adoption of a new classification and compensation system for FY 2016. Murfreesboro's employee benefits are at 93% of the benchmarked community's average.

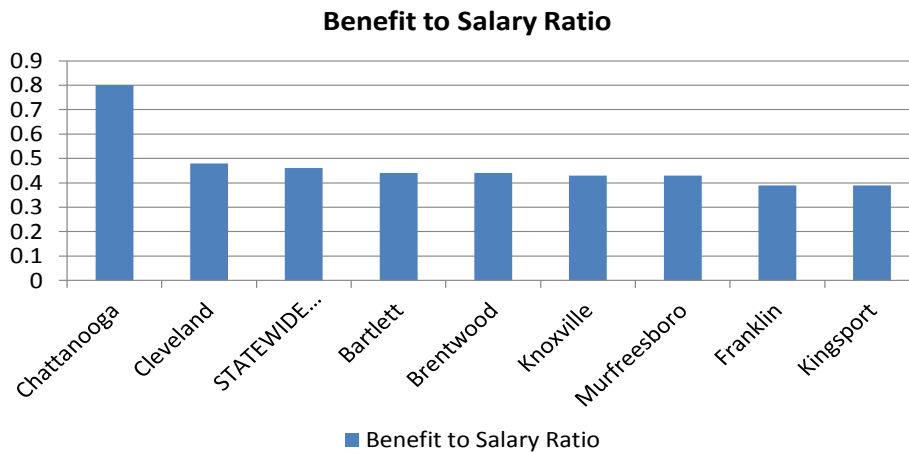
Personnel Costs

Murfreesboro's Personnel Costs are the sixth lowest of the eight benchmarked cities



Employee Benefits

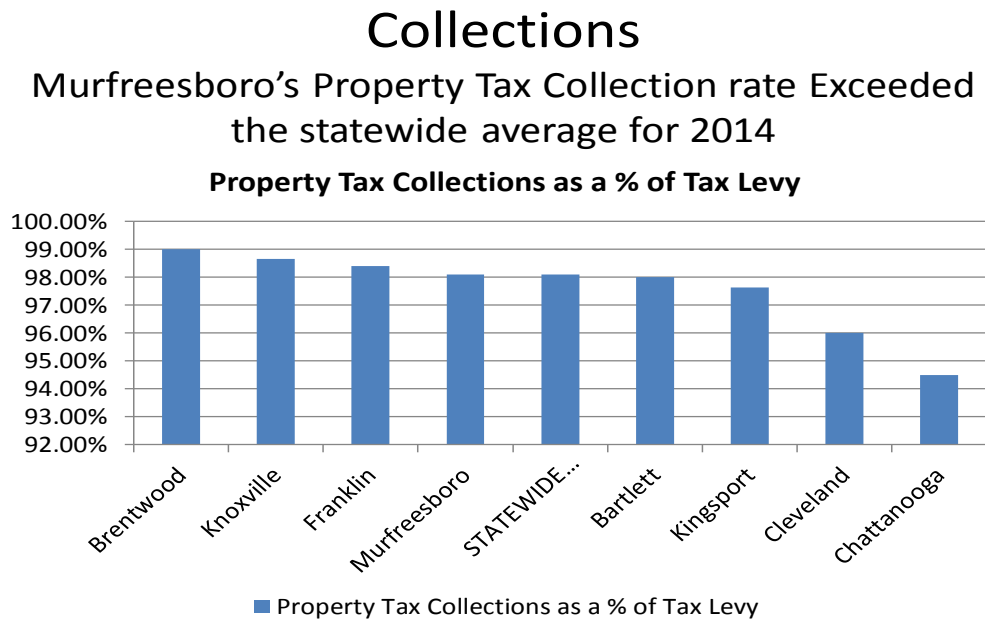
Murfreesboro's costs of Employee Benefits is 93% of the statewide average



To what are the low personnel costs attributable? The largest factor is employee pensions, where Murfreesboro moved to a defined contribution plan for all employees hired after July 1, 2010. Only Franklin has adopted a similar program for new employees. Murfreesboro's closed defined benefit plan has a contribution rate 12.32%. This rate is also lower than any of the other large Tennessee cities surveyed. The lower Personnel Costs are also reflective of the January 2013 changes in the employee group health plan design that affects strategic areas of cost control, consumerism and wellness.

Collections

As an Effectiveness Measure, the collection of the City's largest revenue source, the Property Tax, is evaluated against the total property tax billed (the tax levy). For 2014, Murfreesboro's 98.1% on-time collection rate was equal to the statewide average. For the most recent ten year period, including the difficult financial time from 2008 to 2011, Murfreesboro has averaged 97% of the tax levy being collected during the current fiscal year.



Building and Codes Enforcement

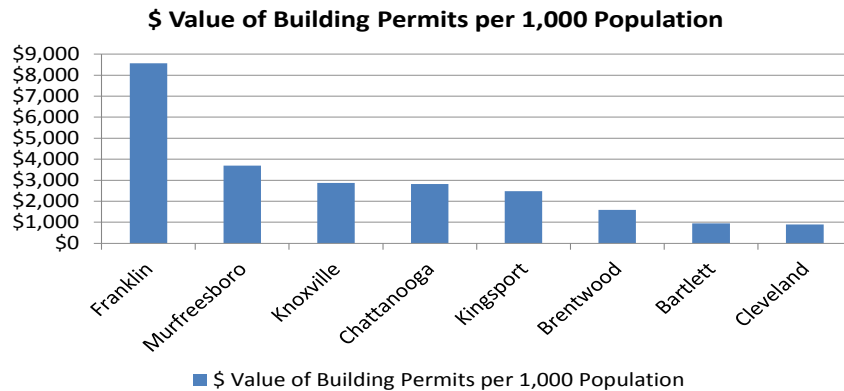
The Murfreesboro Building and Codes Department is responsible for the consistent application of adopted building codes and inspections of new and renovated structures. The Department oversees all residential and commercial construction beginning with the review of plans, through on-site inspections and the issuance of the certificate of occupancy for the safe use and habitation of the structure.

The City has completed the process of adopting the 2012 International Commercial, Residential, Plumbing, Gas and Mechanical Codes, the 2009 Energy Conservation Code, the 2008 National Electrical Code and the 2010 Standards for Accessible Design.

Growth in new construction has increased significantly over the last three years. New home construction has increased from 600 in 2013 to over 680 in 2014. Total valuation of construction for 2013 was \$473M, while 2014 finished at \$453M.

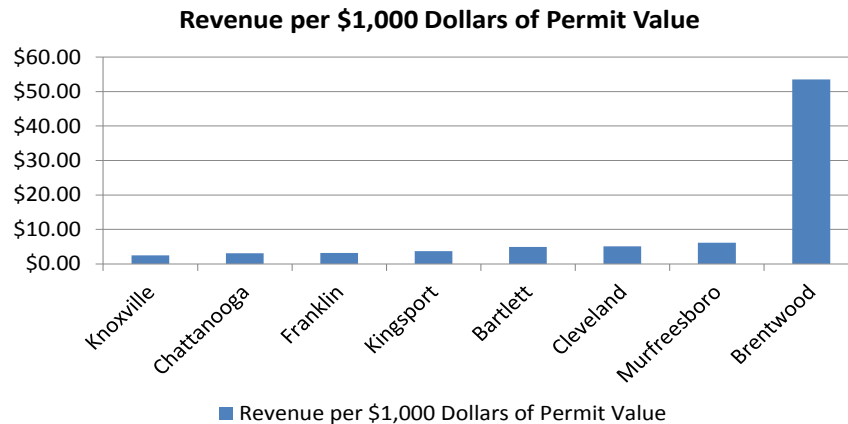
New Construction

Murfreesboro trails only Franklin new construction per 1,000 population



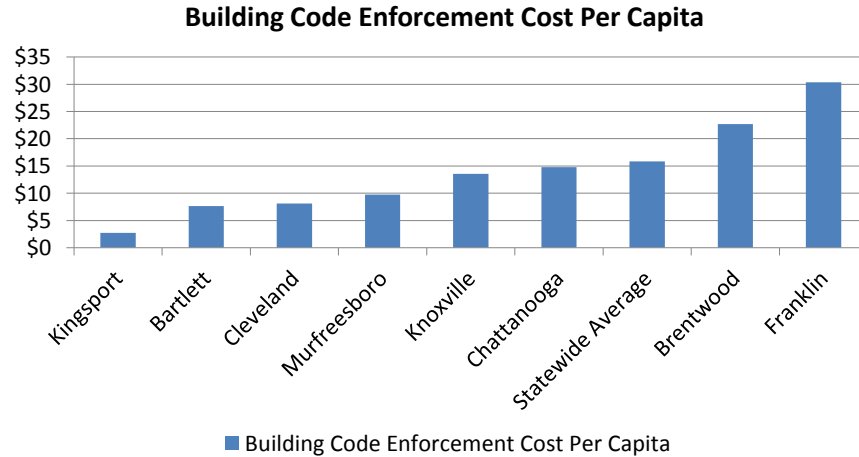
Building and Codes

Murfreesboro's costs for Building Permits creates the second highest revenue per \$1,000 of construction



Building and Codes

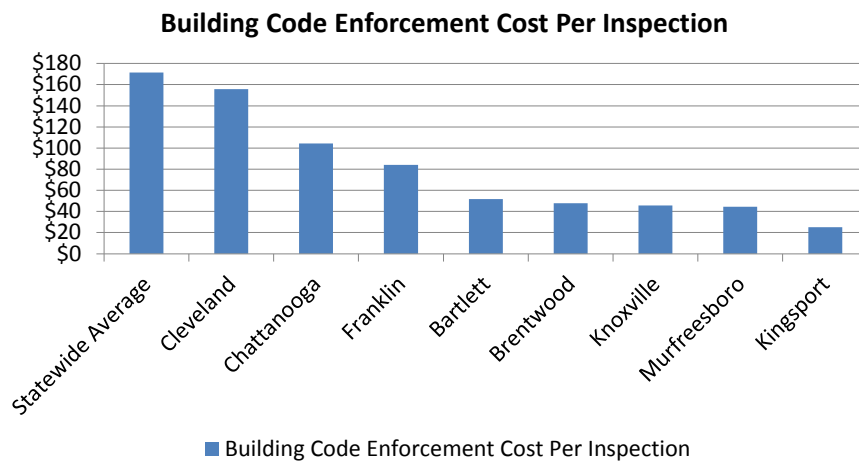
Murfreesboro's costs of Code Enforcement is 63% of the statewide average



As a Resource Measure, the study looked at the total cost of Building and Code Enforcement divided by the population (above) and as an Efficiency Measure, the average cost of a building inspection (below).

Building and Codes

Murfreesboro's costs of Code Enforcement is second lowest among the selected cities



Fire and Rescue

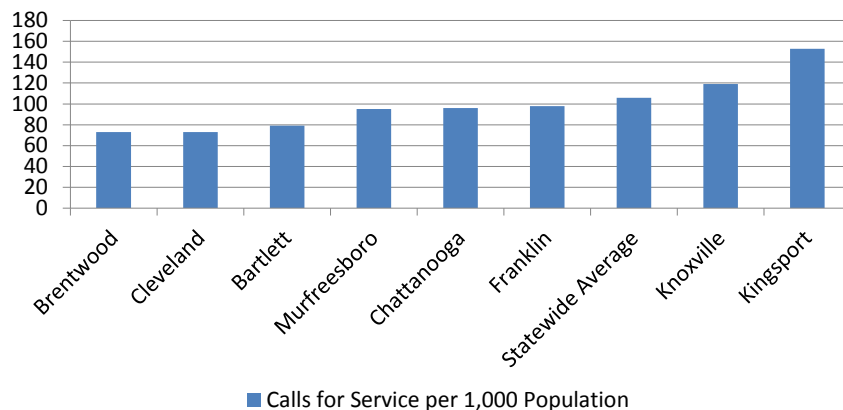
Fire services consists of the entire range of assistance provided by the benchmarked city's fire departments, including fire suppression, fire prevention, fire code inspections, fire safety education, arson investigation, rescue and emergency medical services.

There is considerable variation in how these services are provided, principally due to the differences in emergency medical services. Of the eight benchmarked cities, only Bartlett provides medical transport with fire department personnel. Five of the eight cities offer Advanced Life Support (ALS) to their residents, Chattanooga and Murfreesboro offers Basic Life Support (BLS), while Cleveland only offers First Responder services.

The Insurance Service Organization (ISO) provides ratings of fire departments based on established criteria including a community's fire-suppression system, communications, fire departments, and water supply. The ratings range from Class One to Class Ten, with the better rated services receiving the lowest Class numbers. Of the eight cities in the benchmark, Chattanooga, Franklin and Murfreesboro earned a Class Two designation. All the other communities were rated Class Three, with the exception of Brentwood, which was scored Class Four.

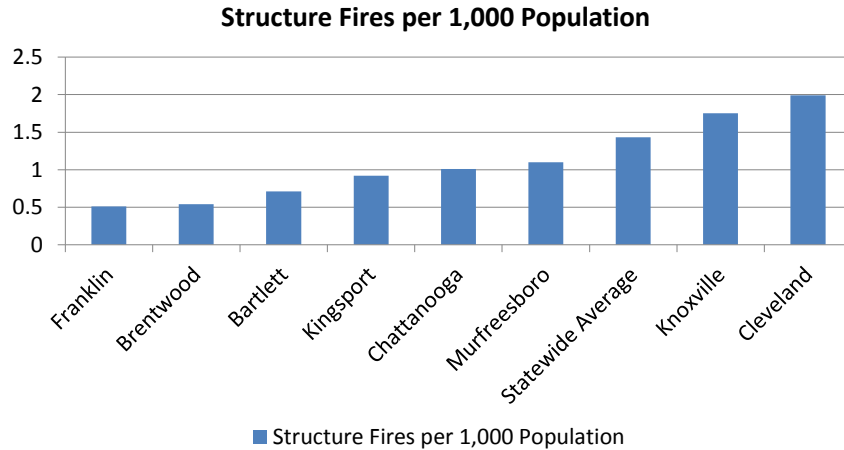
The study offers two Workload Measures; Calls for Service and Structure Fires per 1,000 population. Murfreesboro Fire and Rescue's Calls for Service falls at the statewide average, while the Structure Fires per 1,000 Population is only 70% of the statewide average. The Structure Fire measure may be low compared to the statewide averages due to the rapid growth of Murfreesboro over the last twenty years. A significant portion of the housing stock is relatively new, with better heat sources and construction inspections, which result in fewer structure fires.

Fire and Rescue
Calls for Service per 1,000 Population
Murfreesboro is 10% below the Statewide Average
Calls for Service per 1,000 Population



Fire and Rescue

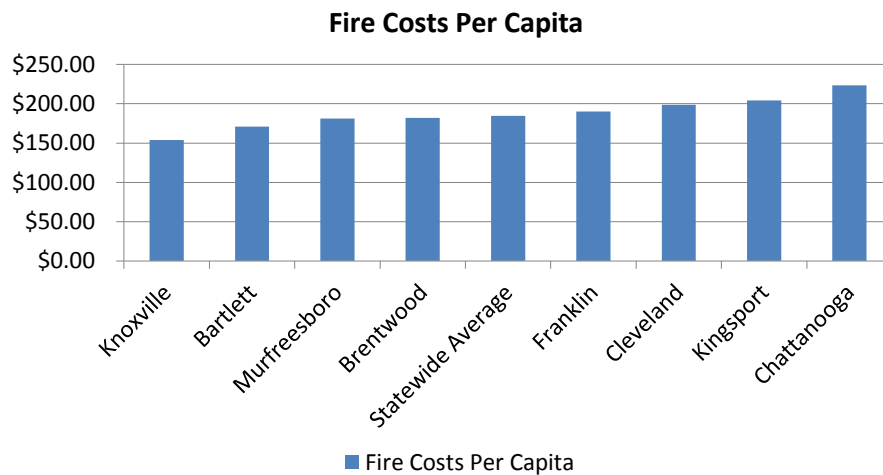
Structure Fires per 1,000 Population
Murfreesboro at 77% of the Statewide Average



The study offers three Resource Measures: Fire Department Cost per Capita, Fire Employees per 1,000 Population and Cost per Call for Service. All three measures consistently show the Murfreesboro Fire and Rescue Department to carefully use resources and that city management is using good judgment in allocating additional resources to the Department.

Fire and Rescue

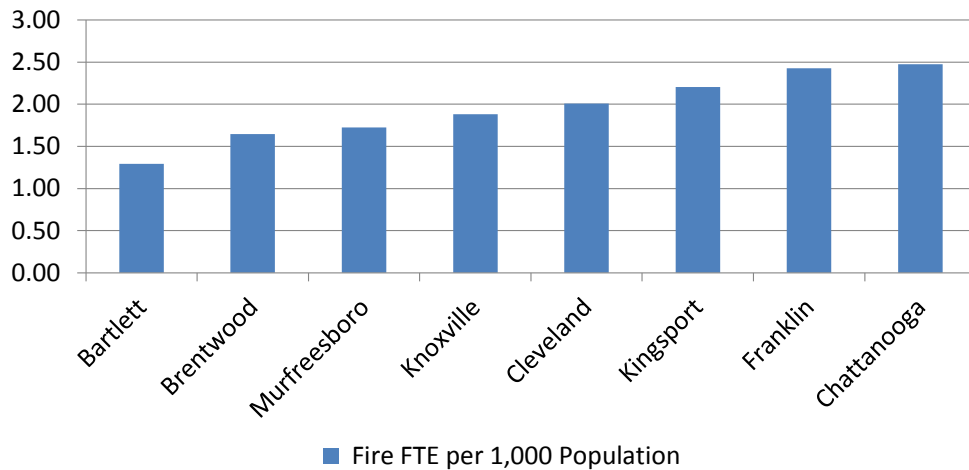
Murfreesboro is third lowest cost per capita



Fire and Rescue

Murfreesboro's Full Time Employees per 1,000 population is 82% of the statewide average

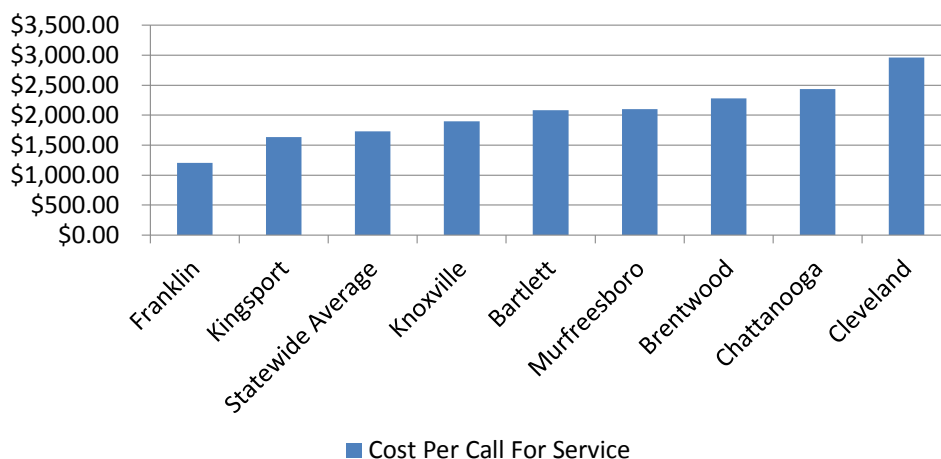
Fire FTE per 1,000 Population



Fire and Rescue

Murfreesboro's cost per call for service is at 121% of the statewide average

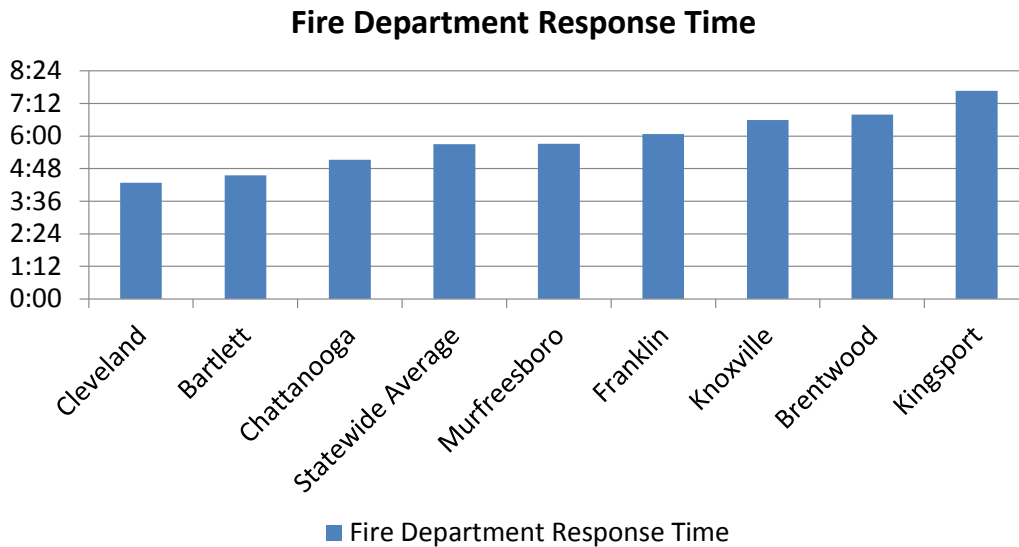
Cost Per Call For Service



As an effectiveness measure, response time was selected to demonstrate the success of the Department in performing its mission. Response time increased by 55 seconds from the 2013 reporting period. Additional research is being performed to determine why the significant change from the prior year.

Fire and Rescue

Murfreesboro's response time is the statewide average



Human Resources

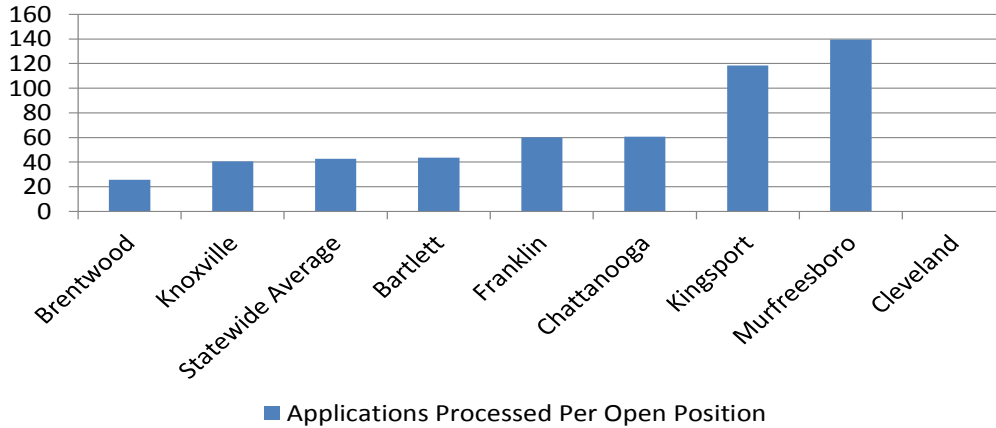
The Human Resources Department is charged with recruiting, training and retaining a diverse and effective work force. To accomplish this, Human Resources partners with departments and employees in employee recruitment and staffing, payroll and benefits administration, wellness, employee training and development and employee relations.

The Human Resources Department utilizes an automated, online system for receiving applications for open positions in the organization. As a workload measure, Murfreesboro nearly triples the applications received for an opening as compared to the state average.

Human Resources

Murfreesboro's application rate per job opening is 300% of the statewide average

Applications Processed Per Open Position

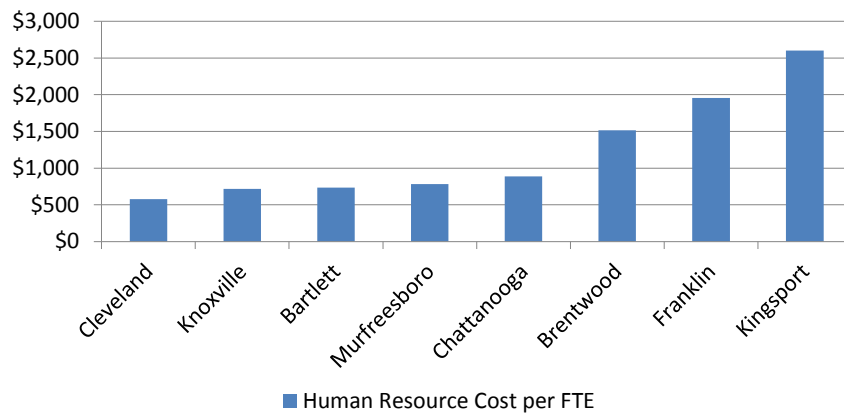


As a Resource Measure, the study looked at the total cost of the Human Resource Department per full time employee in the organization. Human Resources was fourth lowest among the benchmark group of cities at \$783 per employee, down \$10 per employee from the prior year.

Human Resources

Murfreesboro's HR cost per FTE is fourth lowest of the benchmarked cities

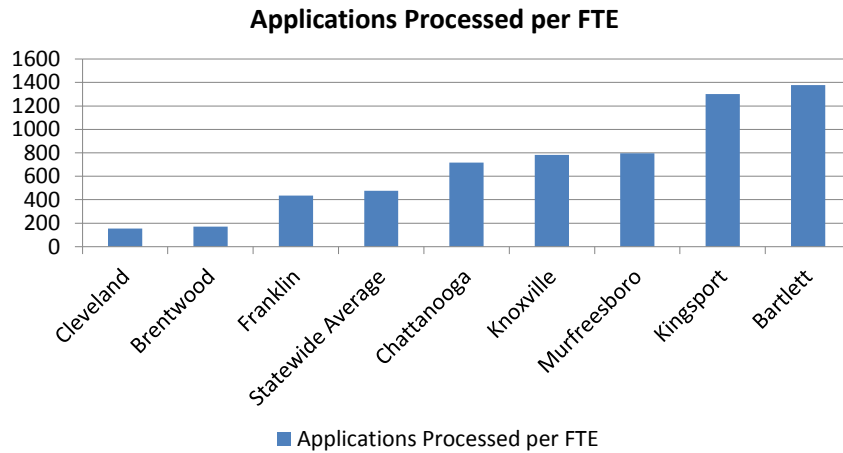
Human Resource Cost per FTE



As an Efficiency Measure, the number of application processed per Human Resource employee was chosen. Here the Department was third among the benchmark cities and attained 167% of the statewide average. Part of this is due to the automated system utilized, but it also demonstrates the ability of the employees in the Department to excel at their work.

Human Resources

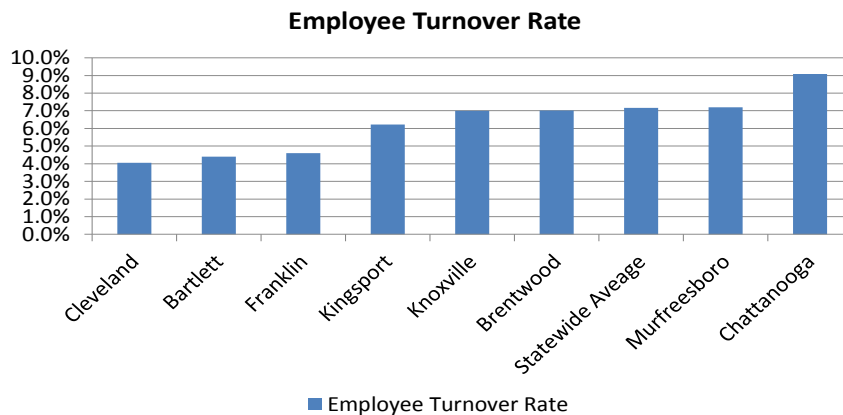
Murfreesboro's HR Department is third in the State in its ability to efficiently process applications



Employee Turnover rates was selected to demonstrate the Effectiveness Measure in the benchmark study.

Human Resources

Murfreesboro's Turnover Rate was at the State average

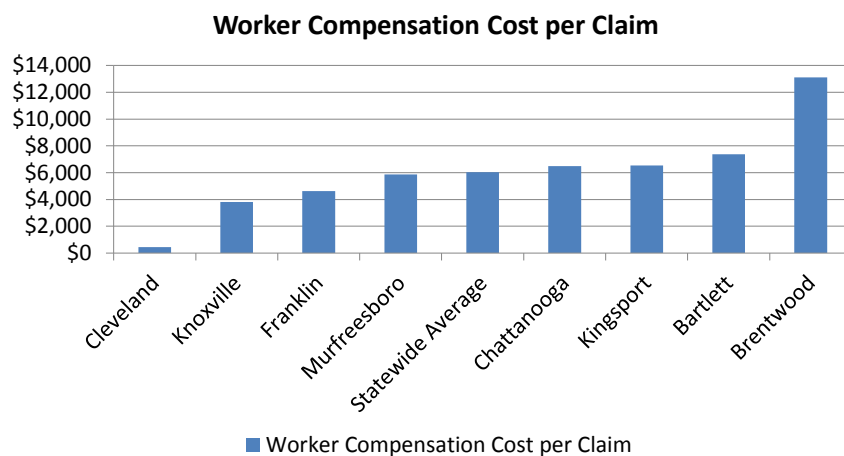


Risk Management

The Risk Management Fund provides other City departments with the most practical, beneficial and economical methods to identify and treat risk issues. Risk Management is responsible for maintaining the City's self-insured programs in property, liability and workers' compensation insurance and for procuring special and excess risk insurance in key areas. The Risk Management staff manages all workers' compensation claims to ensure they are handled in compliance with state law. Property and liability claims are examined for correct and appropriate disposition. Risk Management also develops and implements safety training and risk control programs through the work of the Safety Director and City-wide Safety Committee. The Safety Director ensures City compliance with Tennessee Occupational Safety and Health Act mandated regulations and programs.

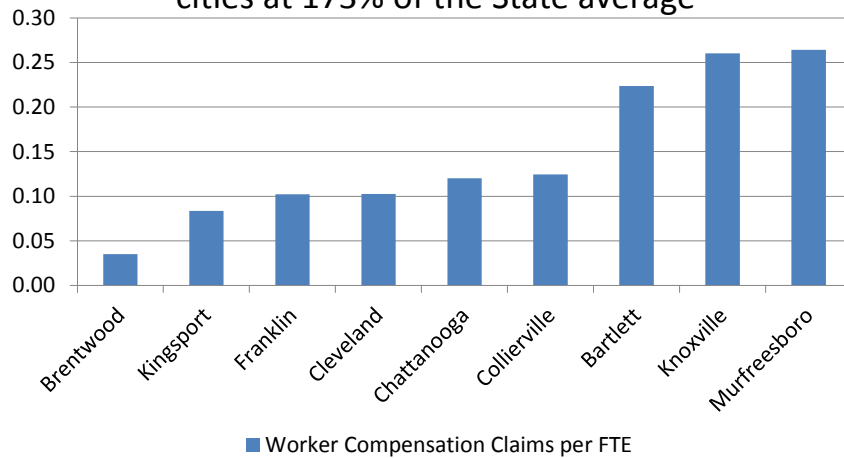
As an Efficiency Measure, Worker Compensation Cost per Claim was evaluated. Here Murfreesboro's cost per claim was 97% of the State average, making Murfreesboro the fourth lowest city in per claim cost among the benchmarked communities. However, the cost per claim only tells part of the story. The number of worker compensation claims filed per full time employee was the highest in the State and exceeded the average by 176%.

Risk Management Murfreesboro's cost per Worker Compensation claim was at 97% of the State average



Risk Management

Murfreesboro's number of Worker Compensation claims per FTE was the highest among benchmarked cities at 173% of the State average



Parks and Recreation

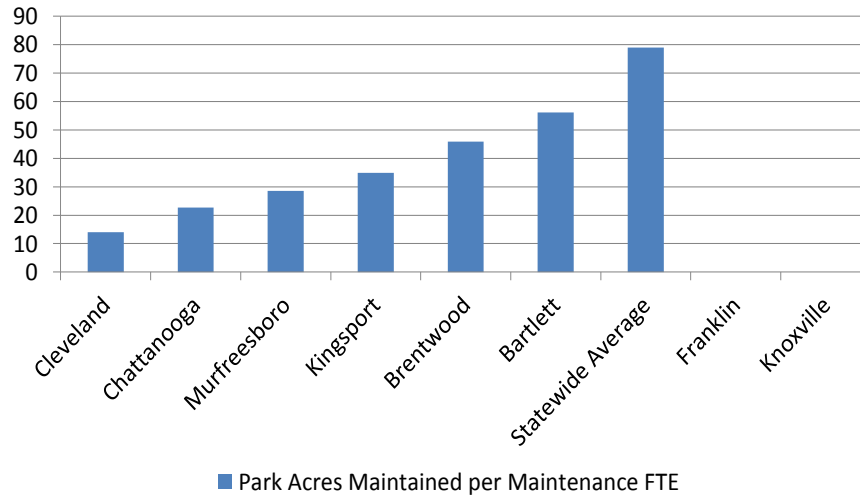
This is the second year for the statewide collection of data about Parks and Recreation activities. This year's data is somewhat basic and should be considered with that understanding of a startup program.

Murfreesboro Parks and Recreation provides the opportunity for safe recreation and cultural activities through a network of parks, recreation centers and greenways. Parks and Recreation acquires, develops, beautifies and maintains approximately 1,115 acres and operates five comprehensive recreational and cultural facilities at a high level to provide quality experiences for all residents and users.

The Number of Acres Maintained per Maintenance staff full time equivalent was selected as the Workload Measure for Parks and Recreation. Murfreesboro's staff is maintaining 36% of the acres per full time equivalent employee than the State average. This measurement is dramatically different than the previous year and will be examined much closer.

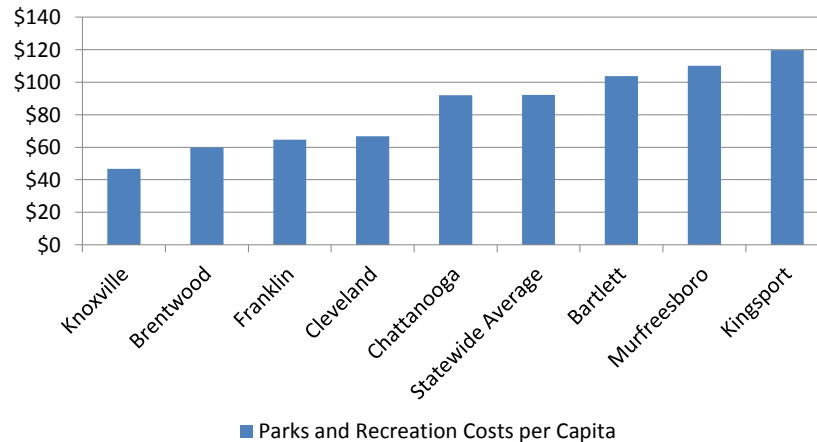
Parks and Recreation

Murfreesboro's Acres Maintained per FTE in Maintenance is 36% of the State Average



Parks and Recreation

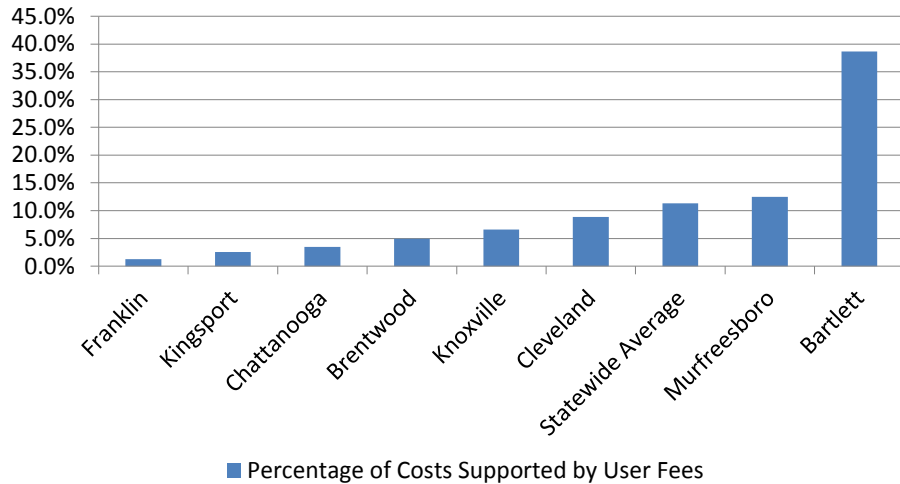
Murfreesboro's Cost per Capita is 120% of the State Average and Second Highest of the Benchmark Cities



At 120% of the State Average, Murfreesboro has made a statement of how it values Parks and Recreation as a Resource Measure.

Parks and Recreation

Murfreesboro's Collects 110% of the State Average in User Fees and is Second Highest of the Benchmark Cities

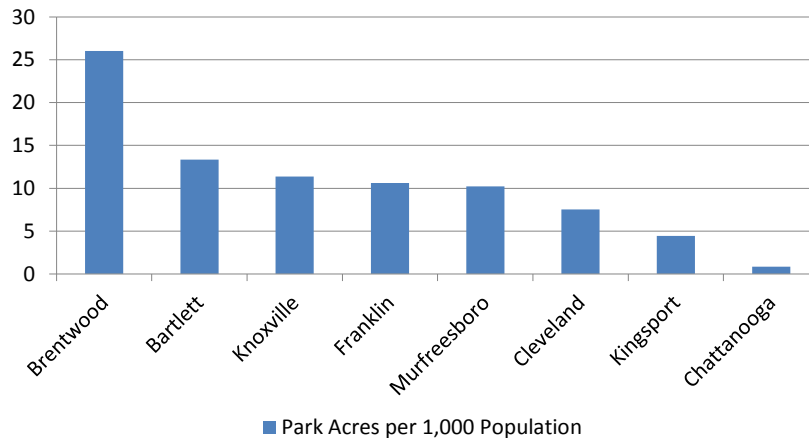


Murfreesboro Parks and Recreation generates about 13% of its costs through user fees. This Efficiency Measure shows collections to be at 110% of the State average.

As an Effectiveness Measure, the Number of Acres per 1,000 Population was selected. Murfreesboro, at 10.2 acres per 1,000 residents, is slightly behind the State average of 11.8 acres per thousand residents.

Parks and Recreation

Murfreesboro's Has 87% of the State Average for the Number of Acres Dedicated to Parks and Recreation

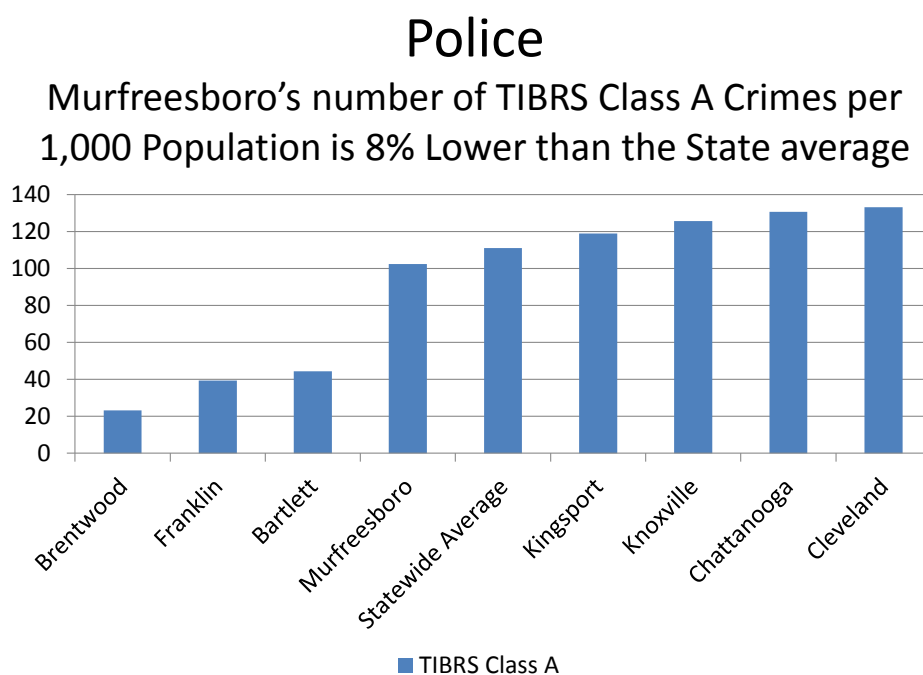


Police

Police services consist of traditional law enforcement functions, including patrol, investigations and administration. These functions encompass patrol, traffic enforcement, responding to calls for service and criminal investigations. Data for support positions in administration and dispatch are also reported.

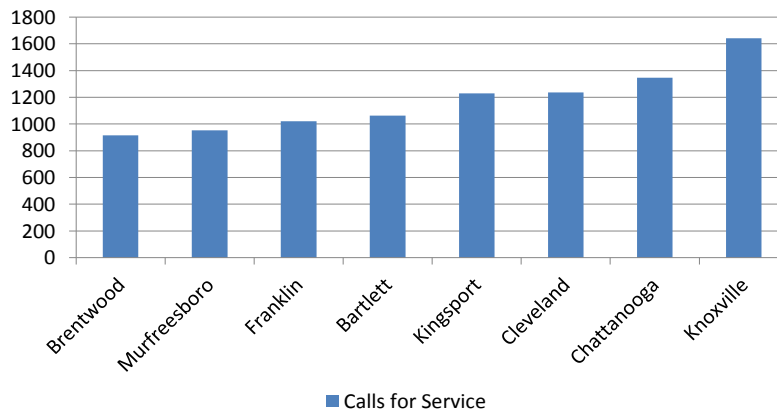
For the Workload Measures, TIBRS Type A crimes are most consistently reported throughout the state and provide a good indicator of service demand in response to more dramatic crimes. Calls for Service are also used as a Workload Measure. Class A crimes, as measured by the Tennessee Incident Based Reporting System (TIBRS) showed Murfreesboro slightly lower (92%) than the State average per 1,000 population.

Calls for Service for FY 2014 exceeded 103,000. This data made Murfreesboro the second lowest of the benchmarked cities at just 81% of the State average.



Police

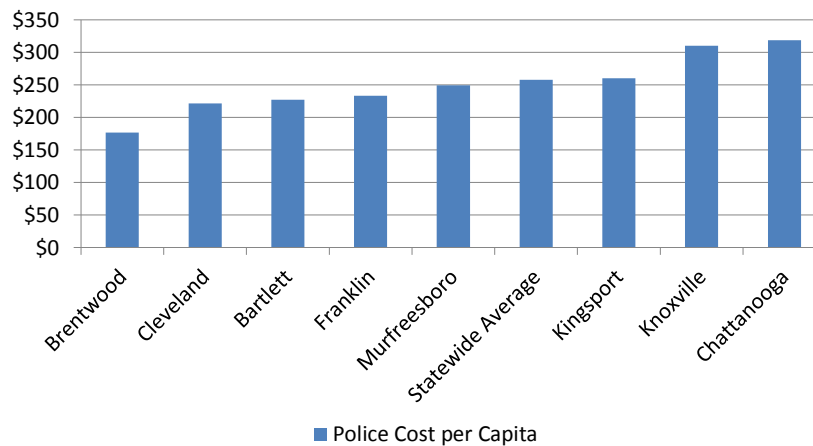
Murfreesboro's Calls for Service per 1,000 Population is the Second Lowest of the Benchmark Cities



Two measurements were used to examine the use of Resources and the allocation of those resources by city management. The total Cost per Capita for Murfreesboro is in line with other Tennessee cities at 97% of the State average. The same is true of the staffing of the Police Department, where Murfreesboro's 2.88 employees per 1,000 population is less than 2% lower than the State average.

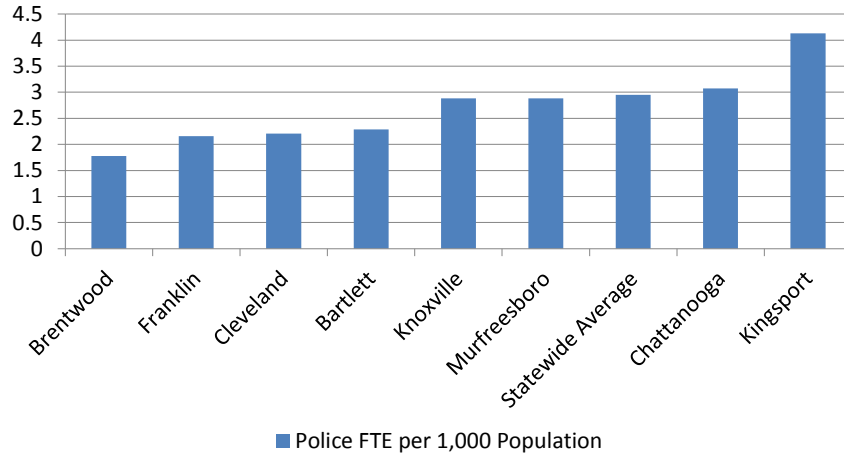
Police

Murfreesboro's Police Cost per Capita is 3% Below the State Average



Police

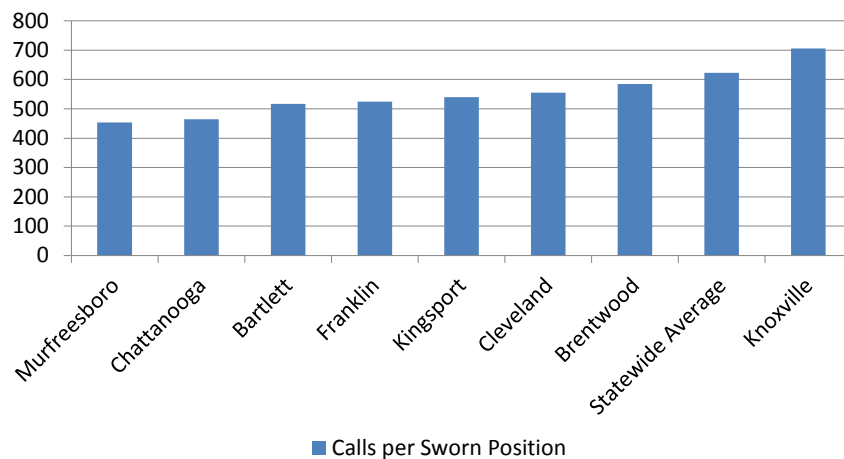
Murfreesboro's Police Staffing is at the State Average



The Efficiency Measure of Calls per Sworn Officer shows Murfreesboro to be at 73% of the statewide average and the lowest of the communities used in the benchmark sample. With staffing at State averages and Calls for Service one of the lowest utilized, this efficiency measure will need further examination.

Police

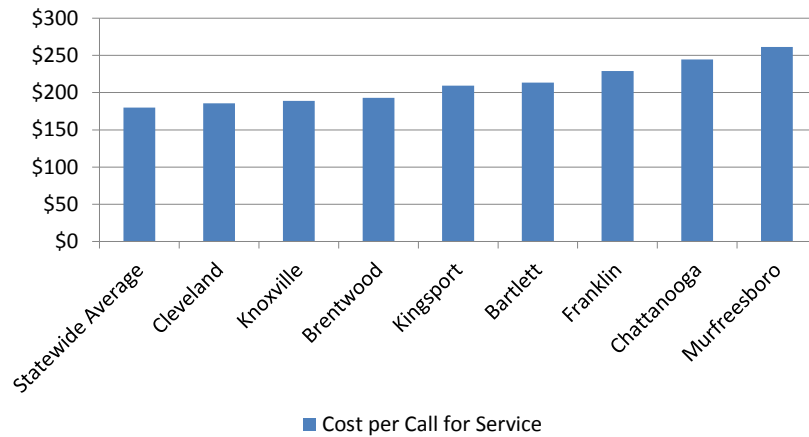
Murfreesboro's Calls per Sworn Position is Lowest of Benchmarked Cities and 73% of the State Average



Similarly, the Cost per Call for Service is the highest of the benchmarked cities and 145% of the State average. Again, the relatively light calls for service, with average staffing and resources, cause this measure of efficiency to be studied more closely.

Police

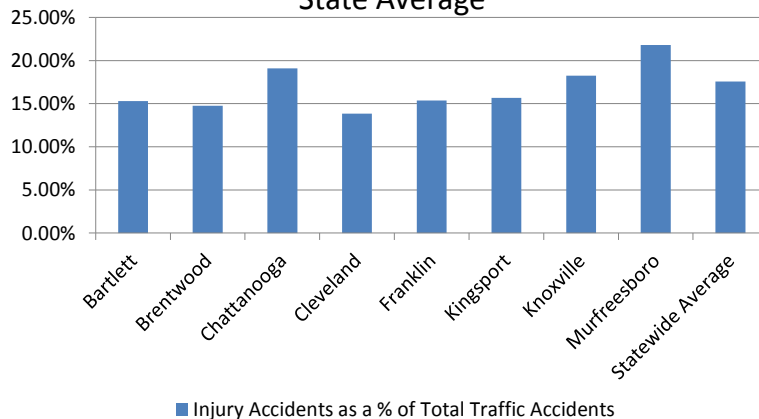
Murfreesboro's Cost per Call for Service is the Highest of Benchmarked Cities and 145% of the State Average



As an Effectiveness Measure, the ratio of Injury Accidents to all Traffic Accidents was computed. Murfreesboro was the most likely community for a motorist to suffer an injury during a traffic accident of the benchmarked cities and shows a rate of injury accidents at 124% of the State average.

Police

Murfreesboro's Injury Accidents as a % of all Accidents is the Highest of Benchmarked Cities and 124% of the State Average

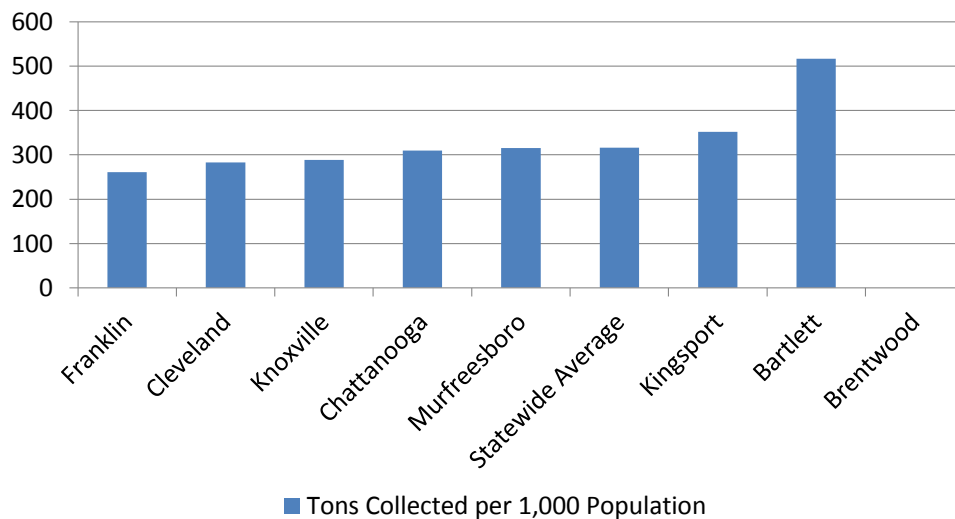


Solid Waste

The Solid Waste Department collects and disposes of residential waste for about 42,000 homes and 6,000 small businesses, with more than 50,000 cans being serviced weekly. The City operates 10 automated side-loader routes daily and 4 rear loader routes in the Downtown and older parts of the City.

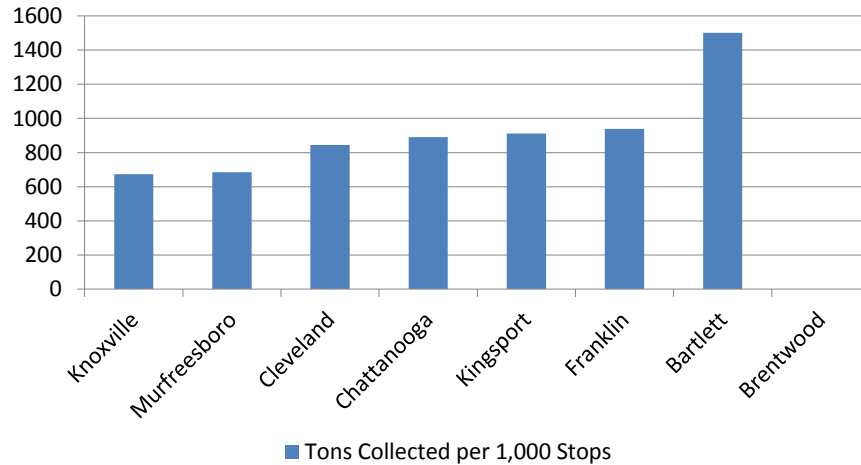
Two Workload Measures were selected for Solid Waste services, Tons of Residential Waste Collected per 1,000 population and Tons of Residential Waste Collected per 1,000 Stops. Murfreesboro's residents closely resembled the State average of 316 tons of solid waste per 1,000 population by attaining 315 tons per 1,000 people. Due to the age and nature of Murfreesboro, City Solid Waste trucks collected 684 tons of waste per 1,000 stops. This is only 84% of the State average and is the second lightest loads per 1,000 stops behind Knoxville.

Solid Waste
Murfreesboro's is the State Average for the Number of
Tons of Solid Waste Per 1,000 Population



Solid Waste

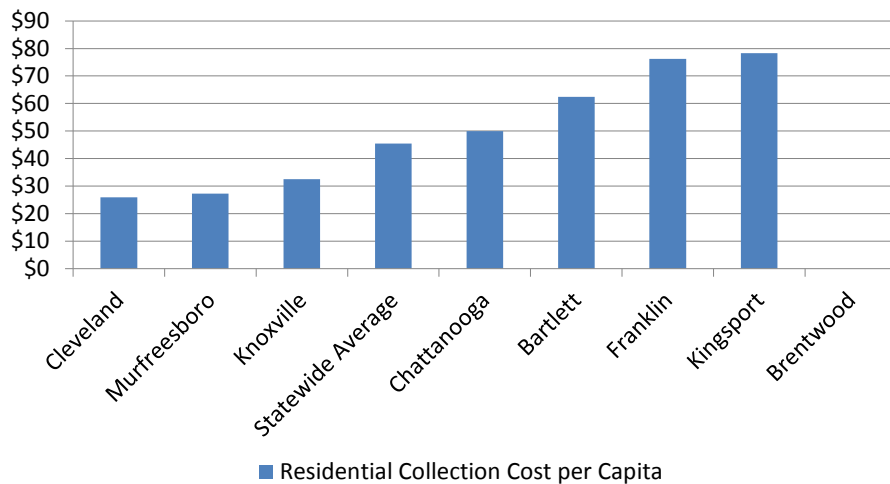
Murfreesboro Collects 84% of the State Average Tons of Solid Waste Per 1,000 Stops, the Second Lightest Loads



As a Resource Measure, Solid Waste Collection Cost per Capita was examined. Murfreesboro is the second lowest cost city and is only 60% of the State average. This can be explained by the absence of tipping fees for landfill services.

Solid Waste

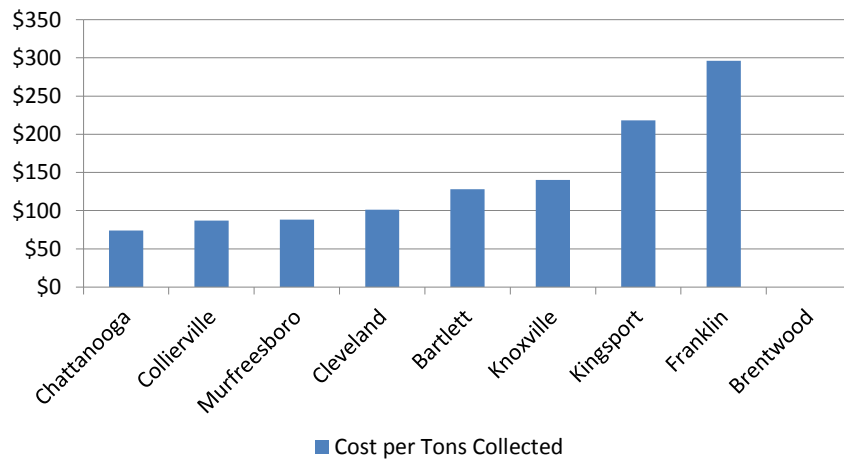
Murfreesboro is the Second Lowest Cost per Capita of the Benchmark Cities and is 60% of the State Average



For Efficiency Measures, Cost per Ton Collected and Tons Collected per Full Time Employee were chosen as the standards to be studied. At Cost per Ton Collected, Murfreesboro was third lowest of the benchmarked communities and 66% of the statewide average cost. Due to the large amount of automated collection, Murfreesboro was 160% of the State average for Tons Collected per Full Time Employee.

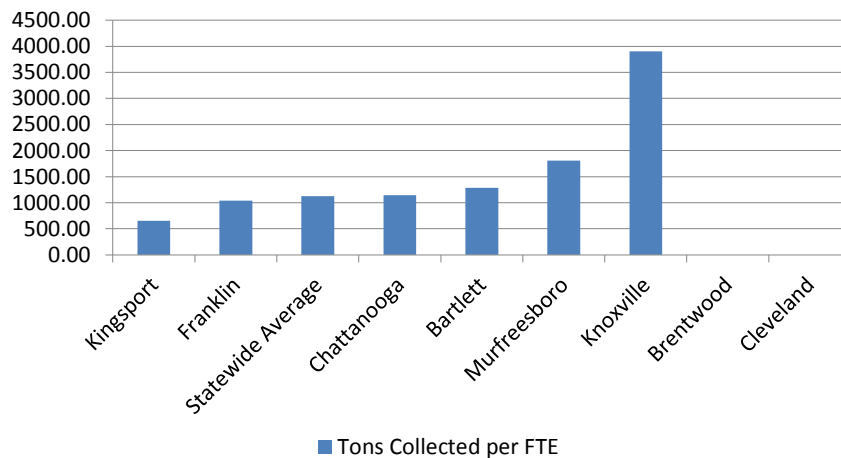
Solid Waste

Murfreesboro is the Third Lowest Cost per Ton Collected of the Benchmark Cities and is 66% of the State Average



Solid Waste

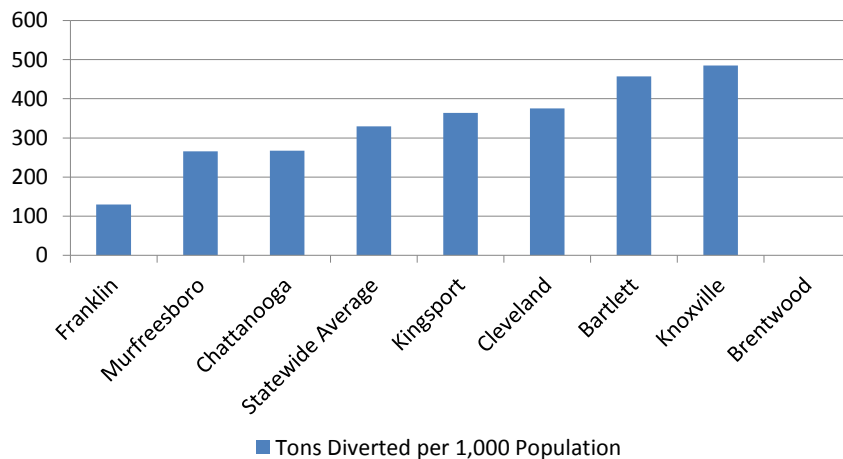
Murfreesboro Employees Collect 160% More Tons than the State Average



Tons Diverted from Landfills per 1,000 Population was considered as Effectiveness Measures. Murfreesboro diverts the second fewest tons from landfills when compared to the benchmark sample cities and diverted only 81% of the statewide average.

Solid Waste

Murfreesboro Diverts the Second Fewest Tons of the Benchmark Cities and only 81% of the State Average Rate



OTHER BENCHMARKING AND WORKLOAD MEASURES

In addition to the MTAS benchmarks, the City also tracks other benchmarking and work measures for all departments.

Finance

Performance Measures					
	Actual	Actual	Budget	Projected	Proposed
	FY13	FY14	FY15	FY15	FY16
Submit annual budget to GFOA Distinguished Budget Award within 90 days of adoption	YES	YES	N/A	YES	YES
Receive GFOA Distinguished Budget Award	YES (2nd)	YES (3rd)	N/A	YES (4th)	YES
Submit Comprehensive Annual Financial Report (CAFR) for GFOA Distinguished Reporting Award by December 31	YES	EXTENSION	N/A	YES	YES
Receive GFOA Distinguished Report Award	YES (16th CONSECUTIVE)	YES (17TH CONSECUTIVE)	N/A	YES	YES

Workload Indicators		Actual	Actual	Budget	Projected	Proposed
		FY13	FY14	FY15	FY15	FY16
Accounts Payable invoices processed		17,132	24,135	N/A	24,200	24,200
Checks Issued		16,789	11,223	N/A	11,300	11,300
Electronic Payments		343	479	N/A	500	500
Collection of Current Year Tax Levy		97.22%	98.08%	N/A	98.00%	98.00%

Information Technology

METRIC	KPI	ACTION PLAN
Total Number of Help Desk Tickets	2,032	<ul style="list-style-type: none">
Customer satisfaction based on survey results	Current metric result: No resources to collect measure exists Goal: 90% satisfaction	<ul style="list-style-type: none"> Implement or enhance knowledgebase for IT staff Increase training Improve interpersonal skills Add self-service options
Breached SLAs (Issue resolved outside of the expected resolution time)	Current metric result: No resources to collect measure exists Goal: 5%	<ul style="list-style-type: none"> Re-evaluate root cause Automate escalations and alerts to notify support of pending breach

Communications

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimated FY 2015	Proposed FY 2016
Hours of coverage of City public meetings and locally produced productions	207	224	200	206	200
Number of covered City public meetings and locally produced productions	466	502	400	475	450
Number of webstreaming views	99071	43831	34000	44000	45000
Number of press releases	105	67	150	150	150
Number of internal employee communicaitons via intranet					100

Legal

	Actual FY 2013	Actual FY 2014	Actual FY 2015
Number of ordinances and resolutions written	32	114	106
Number of real estate transactions	250	207	251
Number of titles searched	*	1198	1079
Number of pending condemnation cases	*	193	37
Number of condemnation cases filed preceding year	*	*	193
Average number of days to process an ITB or RFP from receipt of project to Legal Dept. approval	*	4.41	5.65
Number of contracts written or reviewed	460	526	628
Average number of days to process a contract from receipt to Legal Dept. approval	*	2.05	2.32
Percentage of back taxes collected in first year of collectability	*	97.96%	99.09%
Average number of days from service of lawsuit to first adjudication in general liability and workers' compensation cases	*	141	163
Number of public meetings attended	154	158	173
<i>*information not tracked during this time period</i>			

Human Resources

	Actual FY 2013	Actual FY 2014	Estimated FY 2015	Proposed FY 2016
Health Benefits Costs in Claims Dollars		\$ 12,716,856	\$14,158,230	\$14,550,319
PEPY (Per Employee Per Year costs)	N/A	\$ 1,018	\$ 1,117	\$ 1,148
Employee Turnover Rate	5.00%	5.50%	7.70%	10.00%
Number of HR Staff/FTE's	9.00	9.00	9.00	9.00
Percentage of Eligible Employees in Wellness	N/A	57%	40%	50%

Judicial

Citations Adjudicated - FY14	Traffic 12,073	Parking 1,086	Seat Belt 2,933	Misdemeanors 82	Timed Parking 20,876	Warnings 17,519	Red Light Camera 16,344
Citations Filed FY14	Traffic 16,764	Parking 1,057	Seat Belt 3,028	Misdemeanors 106	Timed Parking 18,693	Warnings 17,519	Red Light Camera 18,284

Police

Workload Indicator	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimated FY 2015	Proposed FY 2016
Telephone Calls Received	243,503	247,982	240,000	245,000	250,000
Total 911 Calls Received	39,290	44,111	40,000	42,000	44,000
Calls For Service	101,940	103,971	103,000	107,000	110,000
Traffic Crashes - Total	4,954	5,040	4,900	5,100	5,000
Fatalities	9	10	8	7	8
Injury	1,325	1,272	1,200	1,300	1,200
Non-Injury	3,629	3,758	3,600	3,900	3,800
Incident Reports	13,709	13,563	14,000	13,500	14,000
Arrests	11,965	9,993	9,000	9,500	9,500
Traffic Citations	15,442	17,010	17,000	19,000	18,000
Automated Red Light Citations	22,977	18,284	23,000	21,000	23,000
Parking Citations - Total	23,309	19,750	24,000	21,000	22,000
Firearms Training (Rounds Fired)	95,786	91,626	127,500	90,000	100,000
Training Hours – Total	41,422	23,324	43,900	22,000	40,000
D.A.R.E. / G.R.E.A.T. Classes	100	100	115	224	225
Community Education Classes	95	44	150	70	100
Citizen Police Academy (C.P.A.)	25	16	30	30	30
K-9 Deployments – Total	71	38	120	40	75
Internal Investigations	26	29	30	26	30
Criminal Investigations Division:					
Cases Assigned	3,104	2,785	3,000	2,800	3,000
Cases Closed	938	1,224	900	925	900
Cases Cleared	502	717	500	700	600

	Service	FY 13	FY 14	FY 15	FY 15	FY 16
Service	Standard	Actual	Actual	Budget	Estimated	Projected
P.O.S.T. Certification	100% of all	95.5%	97.2%	100%	100%	100%
Response to Emergencies	4.5 minutes*	4.46	4.47	4.5	4.5	4.5
Reduction in Fatal Crashes	20%	9	1	6	2	4
*includes 56 priority one call for service classifications						

Fire & Rescue

Workload Indicator	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	Proposed FY 2016
Number of emergency calls	10,313	8,833	9,258	10,585	11,000
Fires per 1,000 population	2.92	3.36	3.00	3.38	3.00
Estimated property saved from fire	\$ 7,461,196	\$ 7,581,667	\$ 7,000,000	\$ 13,692,204	\$ 7,000,000
Personnel training hours	73,467	71,653	70,000	54,712	62,000
Fire Inspections per 1,000 population	33	40.39	43	33	40
Public Relations contacts		43,794	50,000	34,750	40,000

Service	Service Standard	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	Proposed FY 2016
Response to emergency incidents	4 minute standard response time	4:11	4:09	4:00	4:09	4:05
Estimated property saved from fire	% of property value	83%	78%	78%	80%	80%
Personnel training hours	20 hours per person, per month	100%	100%	100%	100%	100%
Residential structure fire cause determined rate	82% national average	93%	N/A	90%	90%	90%

Building and Codes

	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Residential Permits (new one and two family)	643	638	710	560	710
Multi-family Units Permitted Including Motels	879		805	803	805
Commercial Permits (new)	21	28	33	23	33
All Other Expansions Commercial	254	267	265	290	265
All Other Expansions Residential	591	557	576	674	576

Planning

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimated FY 2015	Proposed FY 2016
Number of plats reviewed and approved	113	169	170	197	183
Number of agendas published	44	42	48	54	48
Number of Public Hearings	153	137	140	114	126
Number of Zoning Violation Cases	63	70	120	78	46
Number of Annexation Studies	9	13	12	12	12
Number of Zoning Applications	39	50	50	65	56
Number of Gateway Design Review Items	10	16	25	29	23
Number of Ordinance Amendments	9	7	10	12	10
Number of Mandatory Referrals and R.O.W.	23	18	25	30	24
Number of Home Occupations	293	192	250	305	297
Number of Site Plans reviewed	122	157	160	156	156

Transportation

1. Maintain public transportation routes within 5 +/- minutes of schedule
2. Retrofit 20 additional intersections with LED signal indications

Engineering

- Work to ensure post-design cost estimates are within 5% of project bids
- Ensure final cost of construction costs are within 5% of the original bid, less scope changes
- Process fence permits and conduct site visit within 2 business days of their submittal
- Process 95% of all construction permits on the same day they are submitted

	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Number of bids	1	2	1	1	2
Number of Capital Improvement Projects completed	3	0	2	2	1
Value of projects completed	\$ 9,700,000	\$ -	\$ 13,000,000	\$ 12,600,000	\$ 7,600,000
Value of bids awarded	\$ 10,900,000.00	\$ 9,600,000.00	\$ 10,000,000	\$ 9,000,000	\$ 4,550,000
Number of development plans reviewed		214	280	230	250
Number of single family permits reviewed		837	750	820	850

Street

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimated FY 2015	Proposed FY 2016
Number of annual mowings of ROW, easements, City Property	12	12	12	20	20
Miles of street resurfaced	51	40	58	38	40
Cubic yards of leaves diverted from landfill	2,275	2,272	3,200	3,200	3,500
Right of Way permits issued			225		

State Street Aid

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimated FY 2015	Proposed FY 2016
Funding level from State	\$ 2,806,270	\$ 2,820,858	\$ 2,800,000	\$ 2,819,838	\$ 2,900,000
Miles of street resurfaced/repared with State Street Aid		40	38	38	40

Urban Environmental

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimated FY 2015	Proposed FY 2016
Downtown Tree Replacements	13	10	12	16	8
Medical Center Parkway Tree Replacement					24
Gardening in the City episodes	0	2	4	4	4
Community Landscape Awards	3	7	12	12	12
Tree Appreciation Program Events	2	2	2	1	2

Parks and Recreation

	Actual 2013	Actual 2014	Budget 2015	Estimated 2015	Proposed 2016
Facility Attendance for Regular Admission (S*C & PPCC)	325,198	321,698	300,000	300,000	325,000
Facility Admission Revenue (S*C & PPCC)	\$704,926	\$963,116.05	\$658,000*	\$916,338*	\$949,500
Facility Attendance for Rentals (S*C & PPCC)	124,990	111,058	92,000*	92,000	125,000
Facility Rental Revenues (S*C & PPCC)	\$109,644	\$71,636.01	\$103,040*	\$71,635	\$70,500
Rental Revenues for Picnic Shelters	\$48,004	\$53,194	\$52,000	\$54,285	\$49,000
Partnering Organizations	145	148	160	155	160
Financial Assistance (Sept. 1 – Aug. 31)	\$455,783	\$432,248	\$450,000	\$450,000	\$455,000

S*C and PPCC = Sports*Com and Patterson Park Community Center

*Anticipated decrease due to renovations at Sports*Com

Senior Citizens

Description	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimated FY 2015	Budget FY 2016
Education Service Units	8,726	8996	8,500	8500	9000
Nurse on Duty Service Units	3,016	1931	3,000	3000	4000
Outreach Service Units (TCAD dropped this service for Senior Center in August 2014 after budget projections)	713	369	500	0	0
Physical Fitness Service Units	16,672	16592	16,000	16000	16500
Recreation Service Units (TCAD Lowered focus for this service in August after budget projections)	89,089	82751	95,000	65000	65000
Visiting Service Units (TCAD Dropped this service for Senior Centers in August 2014 after budget projections)	497	369	500	0	0
Volunteer Hours	12,293	11425	12,000	12000	12000
Volunteers	223	195	275	206	225
Total Units of Service for all programs	137,335	124568	140,000	135000	140000
Total Unduplicated Participants	3,258	3594	3,500	4000	4500

Community Development

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimated FY 2015	Proposed FY 2016
Funds benefiting low or moderate income persons	100%	100%	100%	100%	100%
Homes involved with downpayment assistance	12	12	12	12	12
Houses rehabbed with CDBG assistance	11	9	12	12	6
Houses acquired for affordable rental property	n/a	n/a	n/a	n/a	2

As a condition for receiving Community Development Block Grant funding, the City is required to prepare a comprehensive Five-Year Consolidated Plan, and then submit annual action plans and annual reports (the CAPER) in support of the Five-Year Plan. The most recent Consolidated Plan was prepared in 2015 and is available for review on the City website, as are the most recent Action Plan and CAPER.

Golf Course

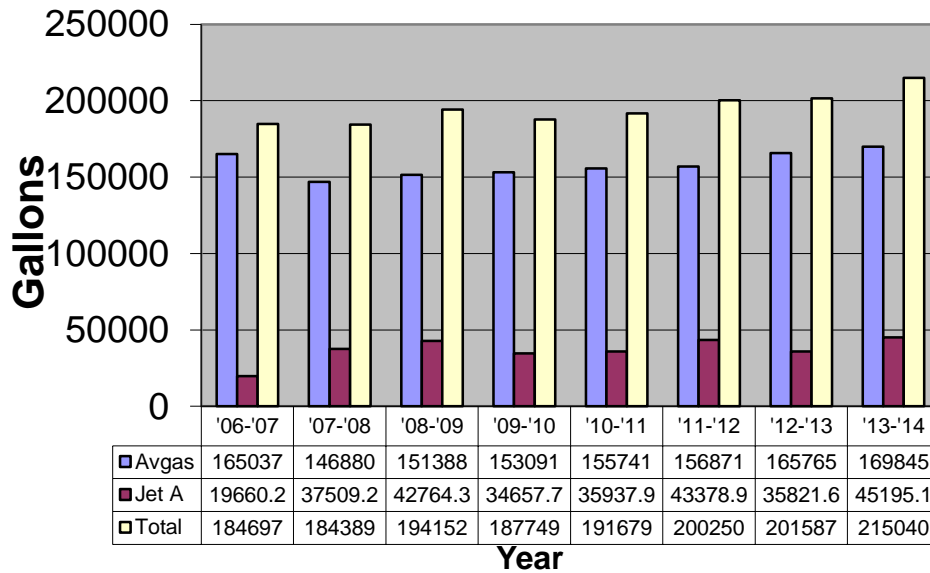
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Paid rounds of golf-Old Fort	38,861	37,416	40,000	37,475	38,000
Paid rounds of golf-VA	18,803	17,705	19,000	18,051	18,000
Concession revenue-Old Fort	\$ 150,196	\$ 146,186	\$ 160,000	\$ 154,164	\$ 160,000
Concession revenue-VA	\$ 8,091	\$ 7,169	\$ 7,500	\$ 7,436	\$ 7,500
Merchandise revenue-Old Fort	\$ 209,119	\$ 199,042	\$ 215,000	\$ 182,206	\$ 200,000
Merchandise revenue-VA	\$ 3,585	\$ 3,249	\$ 3,500	\$ 4,778	\$ 5,000

Solid Waste

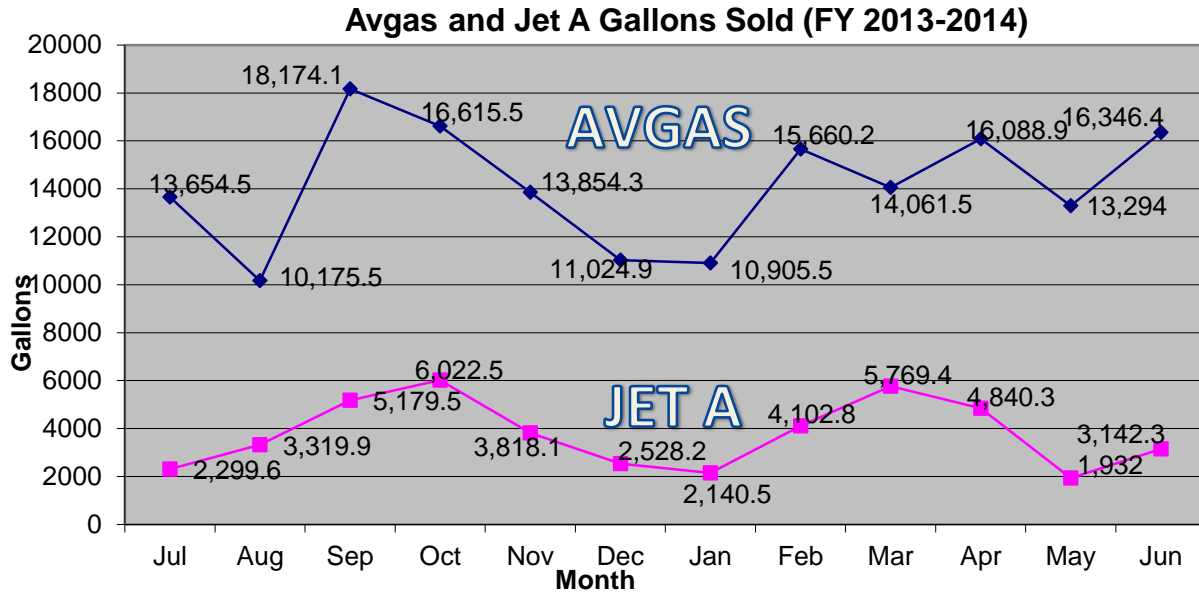
	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimated FY 2015	Proposed FY 2016
Percentage of waste diverted from landfill disposal	93.08%	91.29%	25.00%	35.00%	25.00%
Number of cans collected per route/per day (automated routes)	985	985	1,000	985	985
Number of service inquires	8,428	9,102	8,000	8,000	8,000
Total number of residential stops per week	42,472	43,980	42,800	44,000	45,000
Bulk Item Pick Up	2,939	3,111	3,000	3,000	3,000

Airport

Avgas and Jet A Fuel FY Totals



	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimated FY 2015	Proposed FY 2016
Fuel Sales Revenue	\$104,000	\$110,076	\$ 98,200	\$100,000	\$ 93,240
Gallons of fuel sold	201,038	215,040	185,000	200,000	185,000
Hangar Revenues	\$370,503	\$385,860	\$376,243	\$376,980	\$408,117
Hangar Occupancy rate	94%	97%	94%	97%	96%
Number of Based Aircraft	130	132	130	128	128



Fleet Services

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimated FY 2015	Proposed FY 2016
Ratio of vehicles to mechanics	72	72	72	72	66
Work orders completed *	4,828	4,372	4,500	4,126	4,000
Number of repeat repairs *	148	88	100	82	80
% of fleet availability	97%	97%	95%	97%	95%
% of timely completed preventive maintenance	85%	88%	90%	87%	90%
Technician productivity percentage	64%	69%	70%	74%	75%
Amount of rolling stock available	720	726	720	726	726

*Administrative changes to how work orders are entered will cause the number to go down but not the level of work.

NON-MAJOR REVENUE DESCRIPTIONS

BUILDING PERMIT FEE SCHEDULE

Building Permit New Construction Fee Schedule		
Residential	Min Fee	Plus
Less than 1,000 SF	\$ 250.00	Not Applicable
1,000 SF to 2,000 SF	\$ 250.00	\$0.28 per SF over 1,000 SF
2,001 to 3,000 SF	\$ 530.00	\$0.36 per SF over 2,000 SF
More than 3,000 SF	\$ 890.00	\$0.40 per SF over 3,000 SF

Fees are rounded up to the next whole dollar.

Building Permit Commercial Fee Schedule			
Construction Value	Min Fee	Min Fee Includes	Plus
\$101 to \$2,000			\$22 per \$1000 valuation or fraction thereof
2,001 to \$15,000	\$ 46.00	First \$2,000 valuation	\$14 for each additional \$1,000 up to \$15,000
\$15,001 to \$50,000	\$ 220.00	First \$15,000	\$11.20 for each additional \$1,000 up to \$50,000
\$50,001 to \$100,000	\$ 614.00	First \$50,000	\$900 for each additional \$1,000 up to \$100,000
\$100,001 to \$500,000	\$ 1,064.00	First \$100,000	\$5.60 for each additional \$1,000 up to \$500,000
More than \$500,000	\$ 3,314.00	First \$500,000	\$3.40 for each additional \$1,000

Fees are rounded up to the next whole dollar.

Building permits for additions, alterations and/or accessory buildings are \$8 per thousand of valuation with a minimum fee of \$20.

ELECTRICAL LICENSES

Electrical License Fees	
Class 1A Electrical Contractor	\$ 200
Class 1B Electrical Contractor	\$ 100
Class III Residential Electrical Contractor	\$ 75
Class III Electrical Heating and AC Contractor	\$ 75
Class IV Electrical Sign Contractor	\$ 75
Special License	\$ 100
Journeyman Electrical registration fee	\$ 25

The City's Board of Electrical Examiners is responsible for approving applicants to take the exams for the classes listed above.

GAS LICENSE

Gas License Fees	
Type	Amount
Class I Commercial Gas Contractor License	\$ 100.00
Class II Residential Gas Contractor License	\$ 50.00
Journeyman Gas Installer Registration	\$ 10.00

PLUMBING PERMITS

Plumbing Permits	
	Fees
Flat Fee	\$ 20.00
Per Fixture	\$ 5.00
Water	\$ 10.00
Sewer	\$ 10.00

FIREWORKS PERMITS

Prior to issuance of a fireworks permit, an applicant must have obtained a state fireworks permit, approval of the proposed location by the Board of Zoning Appeals and a valid City of Murfreesboro business license. A tent permit, in the amount of \$75.00, is also required, plus fees for on-site signage.

BEER PERMITS

A permit is required for selling beer at retail establishments, wholesaler, distributors, and caterers. The current rate for an application is \$250.

BURGLAR ALARM PERMITS

The burglar alarm permit fees are:

- Class I (Monitored by Alarm Company) \$30 permit fee is valid for 3-year period;
- Class II (System is not monitored) \$25 permit fee is valid for 3-year period;
- Class III (Direct line into Police Department) \$250 permit fee is valid for 1-year.

PLAT REVIEW FEES

The fee for preliminary plat review fee is \$300 plus \$75 per lot. The final plat review fee is \$150 per plat plus \$50 per lot.

GEOGRAPHIC INFORMATION SYSTEM (GIS) FEES

There is a charge of \$47 per topographical map, plus an additional \$12 fee if the map includes property lines.

ATTORNEY TAX FEES

The Attorney Tax Fees represent 10% of the base real property tax collected at Chancery Court. This revenue line item is dependent upon the amount collected on Recovery of Reserved Taxes. There is no due date and revenues are received from Chancery Court automatically.

FALSE ALARM FEES

The false alarm fees are calculated based on the number of false alarms in a 12-month period.

Police

False Alarms/per 12 months	Fee
1-3	No charge
4-19	\$25 per false alarm
20 and above	\$25 per false alarm plus citation to City Court

Fire

False Alarms/per 12 months	Fee
1-3	No charge
4-9	\$25 per false alarm
10 and above	\$25 per false alarm plus citation to City Court

There is a 10-day grace period for new permits only.

OFFICE SERVICE CHARGES

In accordance with state law, the City charges for copies made of City documents.

PLANNING DEPARTMENT SERVICE

The Planning Commission service charges include rezoning applications (\$600), site plan review (\$300), Board of Zoning Appeals application (\$250) and re-subdivision plat review (\$100).

PUBLIC TRANSIT FARES

Rover, the City's transportation system, charges \$1 per ride for persons 17 to 64 and \$0.50 for persons under 16, over 65 or disabled. Rover also offers ticket books of 10 tickets at a discounted rate.

POLICE DEPARTMENT SERVICE CHARGES

The Police Department service charges include the cost of copies of police reports.

FIRE DEPARTMENT SERVICE CHARGES

The City provides fire protection to the Veterans Administration Campus, which is outside the City limits, on a contract basis. Services are provided as set forth in the terms and conditions of the contract. The monthly rate is negotiated by the City Manager.

STREET DEPARTMENT SERVICE CHARGES

The Street Department requires a permit for work performed in the City's right of way, in the amount of \$30. The applicant also provides a letter of credit to ensure the work is completed in accordance with the City's specifications. The Street Department also charges for mowing or cleanup of property that has been cited by the Building and Codes Department. These charges are based on actual costs plus an administrative fee.

BUILDING DEPARTMENT SERVICE CHARGES

The Building and Codes Department service charges include fees for temporary electrical service, temporary gas service, conditional certificate of occupancy, grading permits and other miscellaneous fees.

URBAN ENVIRONMENTAL DEPARTMENT SERVICE CHARGES

The Urban Environmental Department collects bonds to guarantee the installation and/or maintenance of landscaping in accordance with Section 27 of the Zoning Ordinance. Bonds that are forfeited are deposited into this revenue line item. The department also occasionally receives donations.

The forfeited funds and donations are used only for the purpose of planting trees and shrubs on public property.

SOLID WASTE DEPARTMENT SERVICE CHARGES

The Solid Waste Department service charges are charges for additional garbage pick-ups and additional carts as well as for miscellaneous scrap sales.

FUEL DEPARTMENT SERVICE CHARGES

The Fuel Department service charges are charges for fuel sales.

SENIOR CITIZENS DEPARTMENT SERVICE CHARGES

The Senior Citizens Department charges for activities offered to their members. These revenues also include private grants.

GIS MAINTENANCE

The City's Geographic Information System (GIS) charges a portion of the annual maintenance of the GIS software to the Murfreesboro Water and Sewer Department.

COURT HOUSE CIRCLE MAINTENANCE

The Urban Environmental Department maintains the Rutherford County Courthouse Circle. Rutherford County provides funding to offset these costs.

CIVIC PLAZA MAINTENANCE

In accordance with the 1989 Joint Parking Facility Contract, the City and County agreed to share the cost of maintenance of the Civic Plaza above the Library block. The City is responsible for maintenance of the Civic Plaza above the City Hall block. The City funds 58.5 percent of the annual maintenance and the County's share is 41.5 percent.

PARKING GARAGE MAINTENANCE

In accordance with the 1989 Joint Parking Facility Contract, the City and County agreed to share the cost of maintenance of the Parking Garage. The City funds 68.5 percent of the maintenance and the County's share is 31.5 percent.

RENTAL OF PROPERTY

The City receives rental income principally for real property from various agencies, including the Murfreesboro Little Theatre.

DONATIONS

The City will occasionally receive donations for equipment or programs.

POLICE TRAINING SCHOOLS

The actual number of training schools hosted by the Murfreesboro Police Department and the revenue associated with each varies from year to year. The schools include training sessions attended by other law enforcement agencies and also include spring and fall sessions of the Citizens Police Academy. Each session averages 20 people with a cost of \$50.00 per person.

SCHOOL TRAFFIC CONTROL CHARGES

The Police Department provides a total of three (3) Crossing Guards at private schools, one each at Middle Tennessee Christian School, St. Rose of Lima School and Providence Christian Academy. The annual charge is \$8,469.58 per school.

POLICE CAMPS

The MPD holds four RAD Camps during the months of June and July with a cost of \$25.00 per participant and an average enrollment of 20 campers per session.

SCRAP MATERIAL SALES

There are occasional sales of scrap materials and metal.

SALE OF FIXED ASSETS

The majority of the City's fixed assets determined available for disposal are sold on-line via the Govdeals.com website.

OTHER MISCELLANEOUS INCOME

All other revenue not categorized is classified as miscellaneous revenue.

INTEREST

This revenue represents the General Fund's share of Interest income generated by the investment of idle funds.

FROM RISK MANAGEMENT FUND

The Risk Management Fund transfer reimburses the General Fund for Legal Department costs incurred to administer the City's risk management program.

FROM ELECTRIC DEPARTMENT

The Electric Department transfer reimburses the General Fund for Legal Department services for the Electric Department.

FROM WATER AND SEWER DEPARTMENT

The Water and Sewer Fund transfer reimburses the General Fund for Legal Department, Information Technology, and Human Resources services for the Water and Sewer Department.

FROM STORMWATER FUND

The Stormwater Fund transfer reimburses the General Fund for Information Technology, Human Resources and Engineering services for the Stormwater Fund.

FROM CITY SCHOOLS

The City schools transfer reimburses the General Fund for Legal Department services to City Schools and pays a portion of the cost to provide two DARE officers in City schools.

DRUG FUND

The Drug Fund reimburses the General Fund for overtime expenses incurred by Vice officers.

TAX RATE COMPUTATION

	2015-2016 BUDGET YEAR					
	TAX RATE COMPUTATION					
DESCRIPTIONS	2012/2013 ACTUAL	2013/2014 ACTUAL	2014/2015 BUDGET	2014/2015 ESTIMATE	2015/2016 BUDGET	INCREASE (DECREASE)
ASSESSMENTS						
REAL PROPERTY	2,564,985,450	2,572,847,355	2,771,322,875	2,770,191,935	2,827,881,698	56,558,823
PERSONAL PROPERTY	181,770,389	185,286,523	187,989,336	189,969,064	213,538,147	25,548,811
PUBLIC UTILITY	66,409,997	65,885,601	65,000,000	72,771,332	72,932,206	7,932,206
TOTAL ASSESSMENTS	2,813,165,836	2,824,019,479	3,024,312,211	3,032,932,331	3,114,352,051	90,039,840
The actual and estimated assessment values are per the tax roll as received and do not include subsequent refunds or adjustments.						
BUDGET						
TOTAL 2015-2016 TENTATIVE BUDGET						134,874,047
LESS NON-PROPERTY TAX REVENUE						92,760,063
AMOUNT TO BE DERIVED FROM OTHER SOURCES						42,113,984
FROM FUND BALANCE						4,536,212
AMOUNT TO BE DERIVED FROM TAXATION						37,577,772
TAX RATE WILL PROVIDE	1.2066					37,577,772

FINANCIAL MANAGEMENT POLICIES

Overview

The following financial policies adopted by Resolution No. 10-R-26 of the City Council of Murfreesboro, Tennessee on September 16, 2010 (the “Resolution”) (“Financial Policy Statements”) establish the framework for the City of Murfreesboro Tennessee’s (the “City”) overall fiscal planning and management. These policies do not apply to the Murfreesboro Pension Fund, Murfreesboro Electric Department, Murfreesboro Water and Sewer Department, Murfreesboro Stormwater Fund, Murfreesboro City Schools, Evergreen Cemetery or any of their related funds.

The financial policies set forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. These publicly adopted financial policies are also intended to demonstrate to residents, the credit rating industry, municipal bond investors, auditors and the State Comptroller that the City is committed to sound financial management and fiscal integrity.

The financial policies also improve the City’s fiscal stability by helping City officials plan fiscal strategy with a consistent approach. Adherence to adopted financial policies promotes sound financial management, which can improve City bond ratings, lower the cost of capital, manage interest rate risk exposure, and preserve financial flexibility. It is presumed that these policies are consistent with all laws and regulations, but such laws and regulations shall control in the event of a conflict or discrepancy.

1. The City will adopt and maintain these Financial Policy Statements to guide its decision making in the areas of budget, fund balance, capital improvement planning, debt management, investments and cash management. These financial policies can provide guidance during the preparation and deliberation of the City’s annual budget and other policy decisions that impact the City’s financial condition. The Financial Policy Statements will be reviewed annually during preparation of the budget.
2. The City will maintain a system of financial monitoring, control and reporting for all operations and funds held on behalf of the City.
3. The City will strive to synchronize its annual budget, capital improvement plan, Council-established goals and planning studies in a comprehensive manner reflected in the published budget, annual capital improvement plan and annual comprehensive financial report.
4. All departments will participate in the responsibility of meeting policy goals and ensuring long-term financial health.
5. The City’s accounting and financial reporting systems will be maintained in conformance with all federal and state laws, generally accepted accounting principles (GAAP) and standards of the Government Accounting Standards Board (GASB) and Government Finance Officers Association (GFOA).
6. An annual audit will be performed by an independent public accounting firm, with an audit opinion to be included with the City’s published Comprehensive Annual Financial Report (CAFR).
7. The independent auditor will present the CAFR and discuss audit findings at a public meeting.
8. The City intends to participate in the GFOA Certification of Achievement for Excellence in Financial Reporting Program.
9. The City’s CAFR will be submitted to the Electronic Municipal Market Access (EMMA) as required to meet continuing disclosure requirements.

10. The City Charter also prescribes certain duties and responsibilities of the City Recorder, City Treasurer and City Manager that are not amended or changed by these policies. In the event of a conflict, the City Charter or City Code shall control.

OPERATING BUDGET POLICIES

GENERAL

The City will use a long-term perspective to examine short term operations and capital planning to maintain stability in the City's finances, make the organization an efficient and effective provider of needed services, maintain good credit ratings and prepare for unforeseen emergencies.

1. In accordance with the City Charter Section 74, the City Manager will submit the proposed budget to City Council not later than May 15th.
2. The City Manager's proposed budget will include revenues and expenditures detailed by fund, program and activity for four years (two years prior, current year budget and estimated and the proposed budget year).
3. The City Council will adopt a balanced operating budget using current revenues which may include use of Fund Balance. The budgeting of Fund Balance, as described in the Fund Balance Policies herein, for operating capital has been a historical practice of the City.
4. The budget process will incorporate a long-term perspective that will help assess the impacts of current and proposed operating and capital budgets in order to develop appropriate strategies to achieve the goals of financial stability, efficient operations, good credit ratings and preparedness for the unforeseen.
5. The City Manager and Finance Director/City Recorder will project revenues and expenditures over time using assumptions about economic conditions, historical and current financial performance, major goals and projects and other relevant factors.
6. The budget will reflect the City's broad organizational goals. These broad goals are reflected in the master plans for transportation, land use, recreation, other studies and through information communicated during the preparation of the annual budget and capital improvement plan.
7. The budget document will include the City's financial policies, goals, and budget calendar.
8. The budget will involve and promote effective communications with residents, including conducting a public hearing prior to the final approval of the budget.
9. The budget process is intended to weigh competing requests for City resources, within expected fiscal constraints.
10. Requests for new, on-going programs made outside the budget process will be discouraged.
11. The City Manager will provide financial updates relative to the established budget to the City Council during the fiscal year. The City Manager and City Council will determine the schedule for the frequency and content of these reports. The Finance Department will provide monthly statements of expenditures to department heads after closeout of each month.
12. Budget amendments must be approved by the City Council. Generally, these will be considered annually at the conclusion of the fiscal year.

REVENUE

1. The City will maintain diversified and stable revenues to shelter it from the impact of short-term fluctuations in any one revenue source. The City will strive to further broaden the revenue stream, to the extent possible, including the diversifying of the property tax base and local sales tax generators.
2. The City Council will adopt a tax rate adequate to meet the financial obligations of the City each year.
3. Nonrecurring revenues and other financing resources will not be used to finance ongoing operations with the exception of the use of approved grants or the use of Fund Balance under fund balance policies.
4. Revenue estimates will be conservative and based upon trend analysis, economic conditions and other factors and will be established by the City Manager and Finance Director/City Recorder.
5. The City will annually review its fees and other charges for service to ensure that revenues are meeting intended program goals and are keeping pace with inflation, other cost increases and any applicable competitive rate.
6. Grants will be spent for the purposes intended and will not be relied on for basic general fund services.
7. All potential grants will be carefully examined for matching requirements (both dollar and level-of-effort matches). The City will vigorously pursue grants for capital projects that fit long-range community improvements goals. The City will review grants for operating programs on an individual basis to determine the suitability of accepting the grants from a sustainable long-term financial perspective.
8. The City will use appropriate methods to collect monies owed on property taxes, court judgments and other sources.

EXPENDITURES

1. Current operating expenditures will be funded with current operating revenues, approved grants or under the approved policy for the use of fund balance.
2. The City will pursue goals of efficiency and effectiveness by balancing short term and longer-term community interests.
3. Where possible, performance measures and productivity indicators will be integrated into the budget.
4. Department Heads are charged with budgetary responsibility of managing expenditures of their departments. Department heads are expected to manage total expenditures within the limit established by City Council during the budget process for the fiscal year. The department head shall notify the City Manager and Finance Director in writing as soon as possible when it is identified that total expenditures are expected to exceed the authorized limits of the adopted budget.
5. During the fiscal year, the City Manager and Finance Director/City Recorder will monitor revenues and expenditures monthly to compare actual performance to budget. Regular monitoring is intended to provide an opportunity for actions to be taken to bring the budget back into balance.

6. The number of full-time authorized positions is set by the City Council during the annual budget approval. Any additions to the number of full-time authorized positions must be approved by City Council.
7. The annual budget will include a line item for funding of unforeseen needs of an emergency and non-recurring nature. The target “Unforeseen Contingency” line item will be \$500,000.
8. At this time, the City chooses not to use derivative financial structures in the management of the City’s expenditures. Prior to any proposed use of derivatives, a written management report detailing the positive and negative consequences of the structures will be presented and adopted by City Council.

FUND BALANCE POLICIES

The City’s Fund Balance is the accumulated difference between assets and liabilities within governmental funds. A sufficient fund balance allows the City to meet its contractual obligations, provide funds for new and existing programs established by City Council, mitigate negative revenue implications of federal or state budget actions, mitigate economic downturns, fund disaster or emergency costs, provide funds for cash flow timing discrepancies and fund non-recurring expenses identified as necessary by City Council.

This policy establishes limitations on the purposes for which Fund Balances can be used in accordance with Governmental Accounting Standards Board Statement Number 54. The City’s financial statements will report up to five components of Fund Balance: (1) Non-spendable Fund Balance; (2) Restricted Fund Balance; (3) Committed Fund Balance; (4) Assigned Fund Balance and (5) Unassigned Fund Balance.

Non-spendable Fund Balance

According to GASB, “Fund balance is only an approximate measure of liquidity. One reason is that some of the assets reported in governmental funds may be inherently non-spendable from the vantage point of the current period. There are assets that will never convert to cash (e.g., prepaid items and inventories of supplies); assets that will not convert to cash soon enough to affect the current period (e.g., non-financial assets held for resale, such as foreclosed properties); and resources that must be maintained intact pursuant to legal or contractual requirements (e.g., capital of a revolving loan fund). Accountants signal this practical constraint on spending by labeling the relevant portion of fund balance as non-spendable fund balance.

Restricted Fund Balance

Restricted fund balance represents that portion of fund balance that is subject to externally enforceable legal restrictions. Such restrictions typically are imposed by parties altogether outside the government such as creditors, grantors, contributors or other governments. Restrictions can also arise when the authorization to raise revenues is conditioned upon the revenue being used for a particular purpose (e.g., gas tax for road construction).

Committed Fund Balance

Committed fund balance represents that portion of fund balance whose use is constrained by limitations that the government imposes on itself at the highest decision making level (City Council) and remains binding unless removed in the same manner.

Assigned Fund Balance

Assigned Fund Balance describes that portion of fund balance that reflects a government's intended use of resources. Such intent can be established by the governing body, another body or official designated for that purpose.

There are two essential differences between committed fund balance and assigned fund balance. First, committed fund balance requires action by the highest level of decision-making authority (City Council). Second, formal action is necessary to impose, remove or modify a constraint reflected in the committed fund balance, whereas less formality is necessary in the case of assigned fund balance.

Unassigned Fund Balance

The general fund will often have net resources in excess of what can properly be classified in one of the four categories described above. If so, that surplus is presented as unassigned fund balance."

Source: What Everyone Needs to Know about the New Fund Balance, Stephen J. Gauthier, GFOA

1. An adequate fund balance can provide a financial cushion against the shock of unanticipated circumstances and events, such as revenue shortfalls, unanticipated expenditures, natural disasters or other event.
2. The City will seek to maintain an unassigned fund balance between fifteen percent (15%) and thirty percent (30%) of General Fund operating revenues.
3. The following circumstances may justify a higher target level of fund balance:
 - a. Significant volatility of operating revenues or expenditures;
 - b. Potential drain on resources from other funds facing financial difficulties;
 - c. Exposure to natural disasters;
 - d. Reliance on a single corporate taxpayer or upon a group of corporate taxpayers in the same industry;
 - e. Rapidly growing budgets;
 - f. Rapid population growth;
 - g. Significant demand for infrastructure and capital projects;
 - h. Significant exposure to variable rate debt;
 - i. Disparities in timing between revenue collections and expenditures.
4. The Assigned Fund Balance consists of funds set aside by management and intended for a specific purpose or project. The City Manager will communicate in writing to City Council assigned fund balances, which will include the purpose of the assignment. Although the City Manager may assign portions of the fund balance to designated purposes, any expenditure of fund balance is still subject to the provisions of the City Charter, City Code and/or TCA.
5. If spending in designated circumstances has reduced unassigned fund balance below the targeted minimum level, it should be replenished until the balance is restored to the minimum level. The source of funds and the period over which the replenishment is to occur should be provided to the City Council by the City Manager and Finance Director.
6. The following information outlines the City of Murfreesboro's Fund Balance Spending Policies by fund type:
 - a. **General Fund**
Revenues earned in the General Fund may be restricted, committed, assigned, or unassigned for specific purposes.

If there is no provision in a grantor agreement regarding earnings on grant proceeds, earnings will be unassigned to for use of the General Fund.

If a grant agreement involves a local match, the match will be considered assigned for the purpose of the grant by Mayor and Council upon approval of the grant. This may result in assigned fund balance being spent before restricted fund balance.

Unless otherwise stated, fund balance will be spent in the following order:

- Restricted
- Committed
- Assigned
- Unassigned

b. Capital Projects

Revenues earned in Capital Projects accounts are assigned unless otherwise restricted or committed and can only be used for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

If there is no provision in a grantor agreement regarding earnings on grant proceeds, earnings will be assigned the capital projects fund as outlined above.

If a grant agreement involves a local match, the match will be considered assigned for the purpose of the grant by Mayor and Council upon approval of the grant. This may result in assigned fund balance being spent before restricted fund balance.

Unless otherwise stated, fund balance will be spent in the following order:

- Restricted
- Committed
- Assigned
- Unassigned

c. Debt Service

Transfers in and revenues earned in the Debt Service Fund are assigned unless otherwise restricted or committed and can only be used for activities related to debt and/or financing.

Unless otherwise stated, fund balance will be spent in the following order:

- Restricted
- Committed
- Assigned
- Unassigned

d. Special Revenue

Special Revenue funds are either restricted or committed to the purpose of that individual fund. Revenues earned in Special Revenue accounts are committed unless otherwise restricted and can only be used for the purpose of that individual fund.

If a grant agreement involves a local match, the match will be considered assigned for the purpose of the grant by Mayor and Council upon approval of the grant. This may result in assigned fund balance being spent before restricted fund balance.

Unless otherwise stated, fund balance will be spent in the following order:

- Restricted
- Committed
- Assigned
- Unassigned

CAPITAL IMPROVEMENT PLAN POLICIES

In order to ensure proper planning, funding and implementation of the provision of public facilities and infrastructure, the replacement of expendable assets at the end of their useful lives, and provide for major maintenance and capital improvements for current assets, a Capital Improvements Plan (CIP) will be adopted by City Council. It is a financial planning and management tool that establishes priorities, matches projects with their potential internal and external funding sources, ensures the orderly improvement or replacement of fixed assets and provides an estimate of the size and timing of future bond issues or loans.

1. The City Manager will prepare and submit to City Council on an annual basis a Capital Improvement Plan (CIP), which identifies major projects.
2. The CIP will include a schedule for completion of each project, its general scope, estimated costs, identification of funding sources and financing requirements in future years.
3. The CIP will include projects and capital purchases which cost more than \$50,000, either individually or in aggregate, with a life of at least five years.
4. The development and adoption of the CIP will consider planning studies, comprehensive reports, such as the Major Thoroughfare Plan, and other master plans. These long-range planning tools will help guide the selection and prioritization of projects in the CIP.
5. The City Manager and department heads will use a database that will take into account the following factors:
 - a. Appropriate technological solutions for project accounting, scheduling and reporting, which may include spreadsheets, project management software and customized databases.
 - b. The roles of staff, including access, input and editing privileges for system users charged with compiling, analyzing, and reporting financial and management information.
 - c. The process for controlling and managing project changes.
 - d. Accountability and data integrity within the financial management system.
 - e. Data accuracy.
 - f. Triggers and protocols for identifying and addressing project cost overruns.
6. The designated project managers will regularly monitor capital projects' financial and development activities and recouping of funding from other sources, such as developer agreements. Any major deviations in cost, schedule or scope will be reported through the

chain-of-command. During the course of the project, the designated project manager will be responsible for tracking and initiating collection of any income or contributions to the project.

7. The project manager will close out the project, including necessary reporting regarding asset management, letters of credit or other sureties, any grant reporting requirements, collection of assessments related to third-party contracts and financial reporting.
8. Pay-as-you-go financing will be used when possible and economically prudent to conserve debt capacity for future bond issues or loans

DEBT POLICIES

The debt policy serves as a public commitment by the City Council to manage the financial affairs of the City so as to minimize risks while still meeting the capital needs of the City. A debt management policy signals to the credit rating services that Murfreesboro is using a disciplined approach to financing the City's capital needs.

This debt policy addresses two areas: (1) the strategy for planning, structuring and managing the City's debt portfolio and (2) the process for transaction execution, including how debt is sold and procurement of the third-parties who assist the City in structuring and marketing the obligations.

The overarching goal for Murfreesboro is providing the highest quality of services to our residents at the lowest possible cost. To accomplish this, along with other strategies, the City strives to maintain and improve its current credit ratings from multiple rating services considering the demographics, capital needs, ability to budget and the maintenance of financial flexibility. This lowers the cost of borrowing and helps with long term planning of capital needs.

OVERVIEW

1. Long term debt shall not be used to finance current operations. The City will minimize the use of short-term cash flow borrowings by maintaining adequate working capital and stringent budgeting.
2. The useful life of assets to be purchased or built with bonded debt proceeds shall not be less than the maturity of the underlying debt. The City will continue its long standing general practice of retiring debt within fifteen (15) years, but in no situation shall the life of the bonds exceed the Charter imposed limit of forty (40) years.
3. An adopted capital improvements plan shall be the basis of determining borrowing, both as to the amount and the timing of debt sales. The City will plan and manage debt with a "top-down" approach that is not driven by specific projects.
4. The City Charter prescribes a general obligation debt limit of fifteen percent (15%) of assessed value. The Charter provides that revenue supported debt is excluded from the calculation and also provides Council with the method to exceed that limitation.
5. The City's practice has been to issue General Obligation debt with up to fifteen (15) year maturities in order to rapidly recapture its authorized bonding capacity. The percentage of debt retired over a ten year period may be adjusted for economic conditions and the pace of growth.

6. Because of the City's choice to issue primarily fifteen year debt, the City recognizes that the percentage of debt service to the overall budget is higher than Murfreesboro's peer group cities (See Recommended Debt Ratio No. 12 below). It is recognized that the annual General Fund debt service holds and pays the debt for other governmental funds, including City Schools, Solid Waste and Parks and Recreation. How this percentage is established should be determined by the growth rate of the community, overall financial condition of the City and current guidance from the bond rating agencies and will be evaluated annually along with the capital improvement plan.
7. The City will strive to retire sixty five percent (65%) of its General Obligation debt over a ten year period, but in no case shall it retire less than fifty percent (50%) of its outstanding obligation each ten years. If the City uses a longer maturity than 15 years, this policy will be amended accordingly.
8. The City will seek to structure its General Obligation debt with level debt service payments over the life of each individual bond issue. As a rule, the City will not backload, use "wrap around" techniques or balloon payments to pursue new projects. Revenue and Tax Increment debt, when utilized, may be structured to match new incomes derived from the construction of the project. Capitalized interest for periods not exceeding three years is appropriate when financing new revenue generating projects. When refunding opportunities, natural disasters or other external factors occur, the City may utilize non-level debt methods if it is in the City's best interest.
9. General Obligation bonds typically have lower interest rates than any type of revenue bond. The City will use its General Obligation pledge with revenue bond issues when the populations served by the revenue bond projects overlaps or significantly are the same as the property tax base of the City. The City Council and management are committed to maintain rates and fee structures of revenue supported debt at a level where no subsidy from the City's General Fund is required. The use of "wrap arounds," backloading or balloon payments will be thoroughly discussed with the City's Financial Advisor and City Council prior to implementing any of these techniques.
10. The City will comply with all legal requirements for notice of public meetings related to debt issuance.
11. In the interest of transparency, all costs (whether interest, issuance, continuing or one-time) will be disclosed to City Council, residents and stakeholders in a timely manner. Upon issuance of new debt, the City will disclose these costs on the City's website. A copy of said web page posting shall be maintained by the Finance Director.

RECOMMENDED DEBT RATIOS

12. Direct debt includes all long-term obligations directly supported by general revenues and taxes. It does not include interest expenses. Net direct debt (sometimes called net bonded debt) excludes self-supporting debt. Direct General Obligation debt service should not exceed thirty three percent (33%) percent of the annual operating budget of the General Fund.
13. Direct General Obligation debt should not exceed two and one half percent (2.5%) of the full real estate value for taxation purposes of the City, as determined by the Rutherford County Property Assessor. This number should be determined by the growth rate of the

- community, overall financial conditions of the City and the current guidance from the bond rating agencies and will be evaluated annually along with the capital improvement plan.
14. At the time debt is issued, direct debt per capita should not exceed \$2,600 per person as calculated by the most recent census. This number should be determined by the growth rate of the community, overall financial conditions of the City and the current guidance from the bond rating agencies and will be evaluated annually along with the capital improvement plan.

VARIABLE RATE DEBT OBLIGATIONS

15. The City recognizes the value of variable rate debt obligations (VRDO's) and has greatly benefitted from the use of these bonds in the financing of needed infrastructure. The changing economic climate, the failure of bond insurance companies to retain their AAA credit ratings, the difficulty of obtaining letters of credit and other liquidity features and the failure of auction-rate variable instruments has required all municipal issuers to reassess the role that variables play in debt financing. The City will avoid over-reliance on variable rate debt due to the volatility seen in those credit markets. If variable rate debt is greater than 50 percent, the City and its financial advisor should closely analyze whether additional variable rate debt is preferred.
16. The City will closely follow state legislative requirements and guidance from the credit rating agencies in adjusting this policy from time to time.
17. The City may use VRDO's with the purchase of assets with expected useful life of less than ten years, for construction financing on major multi-year projects and in other situations where fixed rate financing is not feasible.
18. In addition to the diversification of the VRDO debt portfolio of the City, the City's general practice is to budget variable rate debt service at least one percent over the past twelve month's average if interest rates have been stable. It is important to maintain strong unassigned Fund Balances to mitigate the potential negative exposure to market changes in variable rate debt. If interest rates are volatile, the City will budget interest costs using a larger safety factor.
19. With recommendation from the City's Financial Advisors, the City may use third-party credit enhancement techniques when financial savings can be obtained or unnecessary risk can be avoided. Diversification of risk will be a consideration in selecting third-party credit enhancement or liquidity providers.
20. At this time, the City chooses not to use derivative financial structures in the management of the City's debt portfolio. Prior to any proposed use of derivatives, a written management report detailing the positive and negative consequences of the structures will be presented and adopted by City Council.

SALE OF DEBT

21. The City shall require all professionals engaged in the process of issuing debt to clearly disclose all compensation and consideration received related to services provided in the debt issuance process by both the City and the lender or conduit issuer, if any. This includes "soft" costs or compensations in lieu of direct payments.
22. The City will utilize a financial advisor to review debt policies, evaluate the capital improvement plan, examine the capacity of the City for additional debt, follow and

- understand market conditions, structure the bond offering to best fit those market conditions, prepare and lead staff through the credit rating agency process, obtain access to credit enhancements when needed and conduct the actual sale of the bonds. This is a “trust relationship” with the Financial Advisor having fiduciary responsibilities to the City.
23. The Financial Advisor shall fully disclose all existing client and business relationships between and among all professional participants in the debt issuance process to prevent any appearance of a conflict of interest. The Financial Advisor shall refrain from entering into any future relationship that might give rise to a conflict of interest for the duration of the time period during which they serve the City.
 24. Upon recommendation of the City Manager, the Financial Advisor will be selected by City Council after thorough review of the firm’s credentials and experience in a merit based process. The relationship between the City and its Financial Advisor should be reviewed every three to five years.
 25. The City shall enter into a written agreement with each person or firm serving as financial advisor for debt management and transactions.
 26. Whether in a competitive or negotiated sale, the financial advisor shall not be permitted to bid on, privately place or underwrite an issue for which they are or have been providing advisory services for the issuance.
 27. Because of the importance of the Financial Advisor to the City’s ability to sell debt in the most efficient manner, the City will require the Financial Advisor to maintain its independence and not serve as an underwriter or broker/dealer of the City’s bonds throughout the time of their engagement.
 28. Likewise, the City must employ Bond Counsel to render an opinion on the tax exempt nature of the bonds and that all legal requirements for issuance of the debt have been correctly performed. Bond counsel will be selected by a merit based process and the relationship will be reviewed at the time of issuance of new bonds. The City’s Bond Counsel shall fully disclose all existing client and business relationships between any other transaction participants in the debt issuance process to prevent any appearance of a conflict of interest. The Bond Counsel shall refrain from entering into any future relationships that might give rise to a conflict of interest for the duration of the time period during which they serve the City.
 29. The City shall enter into an engagement letter agreement with each lawyer or law firm representing the City in a debt transaction. (No engagement letter is required for any lawyer who is an employee of the City or lawyer or for a law firm which is under a general appointment or contract to serve as counsel to the City. The City does not need an engagement letter with counsel not representing the City, such as underwriters’ counsel.)
 - a. If bond counsel for a debt transaction does not represent the City in that transaction, the City will enter into a fee payment letter agreement with such lawyer or law firm specifying: the party represented in the debt transaction; and
 - b. the City’s obligation with respect to the payment of such lawyer or law firm's fees and expenses.
 30. Underwriters are required participants in negotiated bond sales. The primary role of the Underwriter in a negotiated sale is to market the City’s bond to investors.
 31. Underwriters of City bond transactions shall not serve as the Financial Advisor to the City in the same debt or derivative transaction. A Financial or Swap Advisor cannot resign and become the Underwriter of a debt transaction. The Underwriter must not be selected until after a Financial Advisor has been engaged for the debt transaction.

32. The Underwriter must have documented experience in underwriting similar cities with financings of comparable size, structure and complexity. The Underwriter is to be selected in a fair process with the assistance of the Financial Advisor. The relationship will be reviewed at each new issuance of debt by the City.
33. The City shall require the Underwriter to clearly identify itself in writing (*e.g.*, in a response to a request for proposals or in promotional materials provided to an issuer) as an underwriter and not as a financial advisor from the earliest stages of its relationship with the City with respect to that issue. The Underwriter must clarify its primary role as a purchaser of securities in an arm's-length commercial transaction and that it has financial and other interests that differ from those of the City. The Underwriter in a publicly offered, negotiated sale shall be required to provide pricing information both as to interest rates and to takedown per maturity to the City Council in advance of the pricing of the debt. The Underwriter must disclose all relationships (including fees and payments) to any other transaction participant outside of the transaction. The Underwriter shall fully disclose all existing client and business relationships between any other transaction participants in the debt issuance process to prevent any appearance of a conflict of interest. The Underwriter shall refrain from entering into any future relationships that might give rise to a conflict of interest for the duration of the time period during which they serve the City.
34. The City reserves the right to approve the selection of the Underwriter's Counsel.
35. The Underwriter's Counsel must disclose all relationships (including fees and payments) to any other transaction participant outside of the transaction. The Underwriter's Counsel shall fully disclose all existing client and business relationships between any other transaction participants in the debt issuance process to prevent any appearance of a conflict of interest. The Underwriter's Counsel shall refrain from entering into any future relationships that might give rise to a conflict of interest.
36. All other professionals involved in a debt transaction hired or compensated by the City shall be required to disclose to the City existing client and business relationships between and among the professionals to a transaction (including but not limited to financial advisor, swap advisor, bond counsel, swap counsel, trustee, paying agent, underwriter, counterparty, and remarketing agent), as well as conduit issuers, sponsoring organizations and program administrators. This disclosure shall include that information reasonably sufficient to allow the City to appreciate the significance of the relationships.
37. Professionals who become involved in the debt transaction as a result of a bid submitted in a widely and publicly advertised competitive sale conducted using an industry standard, electronic bidding platform are not subject to this disclosure. No disclosure is required that would violate any rule or regulation of professional conduct.
38. All professionals subject to the Municipal Securities Rulemaking Board (MSRB) must comply with its rules regarding issuance of debt which constitutes a security.
39. The City will sell its debt using the method of sale that is most likely to achieve the lowest cost of borrowing while in compliance with federal and state law. This analysis takes into account bond structure, underlying security, credit ratings and other factors pertaining to the bond issue that may impact the ability for the efficient sale of debt.
40. The City's preferred method of sale is through competitive bid. However, when advised by the Financial Advisor that a negotiated sale may be the most advantageous (refinancing or unusual structures of debt), the City may enter into negotiated or private placement of the bonds. Any sale of bonds must conform to current Tennessee law.

41. The City will provide through its website and/or through EMMA, copies of annual budget documents, comprehensive annual financial reports, official statements of debt issues and other financial and operating information in a timely fashion. In addition, the following material events will trigger disclosure of any information pertaining to the City's debt issues:
- a. Principal and interest payment delinquencies;
 - b. Non-payment related defaults;
 - c. Unscheduled draws on debt service reserves reflecting financial difficulties;
 - d. Unscheduled draws on credit enhancements reflecting financial difficulties;
 - e. Substitution of credit or liquidity providers, or their failure to perform;
 - f. Adverse tax opinions or events affecting the tax-exempt status of the security;
 - g. Modifications to rights of security holders;
 - h. Optional contingent or unscheduled Bond calls;
 - i. Defeasances;
 - j. Release, substitution, or sale of property securing repayment of the securities;
 - k. Rating changes
 - l. Failure to provide annual financial information as required
 - m. Any other changes that may be required

REFUNDING DEBT

42. Opportunities for refunding bond issues should be surveyed semiannually or when there are big swings in the interest rate environment.
43. Refunding opportunities shall be reported to the Council if net present value savings of [3%] or more can be achieved. The option value of each maturity for refunding consideration should also be reviewed by the Finance Director and the Financial Advisor to determine favorability as a refunding candidate.
44. Comprehensive cost information associated with a refunding shall be reported to the Council as well a complete plan of refunding detailing the costs and benefits of each option.
45. Refunding opportunities for revenue bonds should be considered if restrictive covenants prevent the issuance of other debt or create other restrictions on the financial management of revenue producing activities.

INVESTMENT POLICIES

The funds of the City (with the exception of Pension Funds) will be invested in accordance with state law, including Tennessee Code Annotated (TCA) 6-56-106, which sets out authorized investments for Tennessee municipalities and within the parameters of this policy. Funds of the Employees' Pension Trust are subject to different investment guidelines, which are established by the Pension Committee and City Council.

1. The City's investments shall be managed in such a manner as to attain a market average rate of return throughout all economic cycles. Preserving and protecting the capital will always be first priority followed by liquidity and yield.
2. Each investment transaction shall seek to first ensure that capital losses are avoided, whether they are from securities defaults or erosion of market value.
3. Investment decisions should not incur unreasonable investment risks in order to obtain current investment income.
4. The standard of prudence to be applied shall be the "prudent investor rule", which states "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."
5. The prudent investor rule shall be applied in the context of managing the overall portfolio.
6. Before the City invests any of its funds in Collateralized Certificates of Deposit, competitive bids will be requested. All interested banks will be notified several working days prior to the date of bidding as to the amount and duration of investments. On the date of bidding, the request for bids will be sent out by e-mail or fax machine to all banks that have a collateral security agreement in place. The bidding will end at a time established and communicated in the official notification to interested banks after which time the winning bank will then be notified. All bids will be made on a 360 day basis or adjusted to a 360 day basis for comparison.
7. The City Recorder, Finance Director, City Treasurer and City Manager are designated as the investment officers of the City and are granted the authority to make investment decisions jointly within the parameters of the policy.
8. The investment officers will monitor the content of the investment portfolio, the available markets and the relative values of the qualifying investments, and will have privileges of adjusting the portfolio accordingly. No investments will be considered that are not described in the investment policy.

AUTHORIZED INVESTMENTS

The investment officers will diversify instruments to avoid unreasonable risks inherent in over investing in specific instruments, individual institutions or maturities. The instruments to be used are as follows:

1. Bonds, notes and treasury bills of the United States or other obligations guaranteed as to principal and interest by the United States or any of its agencies. May be used for up to 100 percent of the portfolio.
2. Repurchase agreements for obligations of the United States or its agencies.
3. Certificates of deposit in banks and savings and loan associations recognized as state depositories pursuant to TCA Section 9-4-107; provided, however, certificates of deposit shall be collateralized in accordance with the provisions of Tennessee Code Annotated.
4. Prime commercial paper which shall be rated in the highest category by at least two nationally recognized commercial paper rating services.
5. Prime bankers' acceptances eligible for purchase by the Federal Reserve System.
6. Securities lending agreement whereby securities may be loaned for a fee; provided, however, eligible collateral as defined in Tennessee Code Annotated, Section 9-4-103, whose market value is at least equal to one hundred two percent (102%) of the market value of the borrowed securities shall be required for each loan. For purposes of this provision, eligible collateral shall include cash collateral, which shall be equal to at least one hundred percent (100%) of the market value of the borrowed securities.
7. Local Government Investment Pool; up to 100 percent of the portfolio.

All investments of the City will meet the maturity standards prescribed in state law, including TCA Section 6-56-106.

INVESTMENT RISK MANAGEMENT

1. In order to minimize custodial credit risk, all deposits with financial institutions are required to be secured in one or a combination of the following ways:
 - a. FDIC coverage
 - b. By designated collateral securities under a collateral agreement with the institution, or
 - c. By the institution's participation in the Tennessee collateral pool.
2. Interest rate risk will be managed through limiting maturities on investments. The following limits will apply to original maturities on investments:
 - a. No greater than 24% of the total portfolio may be invested for periods longer than 1 year at any time.
 - b. No amounts may be invested with original maturities for periods greater than 2 years.

CASH MANAGEMENT POLICIES

1. The City recognizes that effective cash management is an integral component of sound financial management. Therefore, it is the policy of the City that funds deemed idle, based on projected cash flow and shall be invested in a manner that seeks to maximize their productivity until such time as they are needed for the operations of the City. Investments shall be at the highest rates obtainable at the time of investment, within the limitations of the law and our prudent investment policy. The City's investment portfolio shall be designed and managed in accordance with the responsibility of ensuring the public's trust and shall also be consistent with state and local laws.
2. Responsibility for the management of the City's investment portfolio is delegated to the Finance Director by the City Manager. The Finance Director will establish and maintain written procedures for the operation of the cash management and investment program consistent with this policy. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Finance Director.
3. The City Finance Department requires that departments collecting cash receipts, whether in cash or other forms of payment, must turn in such receipts to the Finance Department on a daily basis together with records required to verify the accuracy of such collections. All receipts shall be deposited daily. Departments that are authorized to make bank deposits will promptly submit bank deposit receipts and daily cash reports to the Finance Department to verify the accuracy of collections. Any violation of this section of this policy by any employee of the City may result in disciplinary action.
4. The City may invest funds with depositories having offices located in the corporate limits of the City. If required services are not available with the local depository branch, the City may utilize services from the nearest branch to the corporate city limits. Any financial institution in which the City has funds shall provide such financial data to the Finance Director as may be required by the City to evaluate the financial condition of the institution. Such data may be in the form of audited financial statements or Federal Deposit Insurance Corporation regulatory reports. Any refusal to provide such information to the City may be cause for termination of the banking relationships or contracts with such institution.
5. The City requires full collateralization of all City investments as required in State statute. The City prefers financial institutions participate in the State Treasurer's collateralization pool. The City will allow FDIC coverage to be considered in calculating full collateralization.
6. At this time, the City chooses not to use derivative financial structures in the management of the City's investment portfolio. Prior to any proposed use of derivatives, a written management report detailing the positive and negative consequences of the structures will be presented and adopted by City Council.

FULL TIME PERSONNEL SUMMARY

City of Murfreesboro				
Authorized Full Time Position Counts FY 2013 to FY 2016				
	Actual	Actual	Estimated	Proposed
Department	FY 2013	FY 2014	FY 2015	FY 2016
Mayor and Council	7	7	7	7
City Manager's Office	4	4	4	4
Finance and Tax	13	13	14	15
Purchasing	0	1	1	2
General Govt Buildings	3	3	3	3
Information Technology	10	11	12	13
Communications	6	6	6	6
Legal	7	7	7	7
Human Resources	9	9	9	9
Judicial	6	6	6	6
Police	282	283	285	290
Fire	187	188	188	188
Building & Codes	21	22	22	22
Planning	6	7	8	8
Transportation	16	18	18	19
Engineering	40	38	44	46
Urban Environmental	15	15	15	16
Civic Plaza	1	1	1	1
Recreation	70	70	75	75
Senior Citizens	9	9	9	10
Golf	14	14	14	14
Solid Waste	42	41	41	41
Airport	1	1	1	1
Community Development	2	2	2	2
Risk Management	3	3	3	3
Fleet Services	13	13	13	14
	787	792	808	822

ORDINANCE PASSED BY CITY COUNCIL

				City of Murfreesboro 2015-2016		
				Actual	Estimated	Proposed
				2013-2014	2014-2015	2015-2016
GENERAL FUND:						
REVENUES						
Local Taxes				\$81,092,842	\$83,468,510	\$86,308,174
State of Tennessee				15,376,175	15,075,744	15,548,284
Federal Government				4,073,515	2,001,659	6,842,079
Other Sources				16,123,535	18,521,782	16,275,306
Reimbursements from Other Funds				1,788,763	2,065,494	2,098,992
Transfers In				3,053,251	3,053,250	3,265,000
Total Revenue & Transfers In				\$121,508,081	\$124,186,439	\$130,337,835
EXPENDITURES						
Personnel Costs				\$56,053,385	\$59,616,872	\$64,895,728
Other Costs:						
General and Administrative				2,223,750	2,533,032	
Mayor & Council						81,350
City Manager						1,577,403
Finance						417,475
Purchasing						66,150
General Government Buildings						214,540
Information Technology				746,446	1,111,421	1,243,266
Communications				121,142	175,853	952,733
Legal				51,177	69,850	76,650
Human Resources				136,903	274,400	381,317
Judicial				61,395	67,959	117,428
Police				4,933,758	4,726,106	5,113,495
Fire				1,517,226	1,700,919	1,637,111
Building and Codes				136,972	125,150	135,984
Planning				83,207	453,288	603,500
Transportation				1,195,037	865,863	1,078,152
Engineering				1,667,705	1,153,100	3,030,600
Street				2,513,588	2,663,235	2,736,919
State Street Aid				2,767,337	2,800,000	2,900,350
Urban Environmental				248,955	157,403	246,973
Civic Plaza				21,450	31,104	27,157
Parking Garage				105,610	178,321	143,200
Recreation				3,029,707	4,740,099	5,154,884
Senior Citizens				272,478	286,420	318,990
Community Development				608,880	563,228	1,007,117
Golf - Old Fort				706,215	670,838	611,509
Golf - VA				41,821	66,111	47,150
Golf - Bloomfield Links				26,432	15,800	144,807
Solid Waste				1,758,402	1,889,499	2,107,456
Public Health				2,163,154	2,598,392	2,123,056
Gateway Project				17,257	93,116	180,000
Transfers Out				33,021,769	31,285,452	33,351,808
Miscellaneous				1,689,217	2,067,841	2,149,790
Total Expenditures & Transfers Out				\$117,920,375	\$122,980,671	\$134,874,047
Beginning Fund Balance				\$52,661,487	\$56,249,193	\$57,454,961
Ending Fund Balance				\$56,249,193	\$57,454,961	\$52,918,748

	Actual 2013-2014	Estimated 2014-2015	Proposed 2015-2016
DEBT SERVICE FUND:			
REVENUES			
Other Sources	\$2,410		
Transfers In	29,701,984	\$28,166,576	\$29,165,764
Total Revenue & Transfers In	\$29,704,394	\$28,166,576	\$29,165,764
EXPENDITURES			
Other Costs	\$27,149,906	\$26,184,079	\$24,671,783
Transfers Out	3,120,040	3,018,739	6,193,981
Total Expenditures & Transfers Out	\$30,269,946	\$29,202,818	\$30,865,764
Beginning Fund Balance	\$4,427,052	\$3,861,500	\$2,825,258
Ending Fund Balance	\$3,861,500	\$2,825,258	\$1,125,258
AIRPORT IMPROVEMENT FUND:			
REVENUES			
State of Tennessee	\$108,477	\$3,153,168	\$2,215,457
Federal Government	162,178	195,517	198,380
Other Sources	1,568,595	1,545,514	1,570,138
Total Revenue	\$1,839,250	\$4,894,199	\$3,983,975
EXPENDITURES			
Personnel Costs	\$188,374	\$204,296	\$218,880
Other Costs	1,414,300	4,505,982	3,597,301
Transfers Out	245,362	190,649	164,516
Total Expenditures & Transfers Out	\$1,848,036	\$4,900,927	\$3,980,697
Beginning Fund Balance	\$400,858	\$392,072	\$385,344
Ending Fund Balance	\$392,072	\$385,344	\$388,622
DRUG FUND:			
REVENUES			
Other Sources	\$424,303	\$363,624	\$318,100
Transfers In	140,401	100,000	100,000
Total Revenue & Transfers In	\$564,704	\$463,624	\$418,100
EXPENDITURES			
Other Costs	\$318,652	\$262,750	\$305,250
Total Expenditures	\$318,652	\$262,750	\$305,250
Beginning Fund Balance	\$407,335	\$653,387	\$854,261
Ending Fund Balance	\$653,387	\$854,261	\$967,111
INSURANCE FUND:			
REVENUES			
Other Sources	\$13,605,397	\$14,972,895	\$15,613,967
Total Revenue	\$13,605,397	\$14,972,895	\$15,613,967
EXPENDITURES			
Other Costs	\$13,312,043	\$14,972,895	\$15,613,967
Total Expenditures	\$13,312,043	\$14,972,895	\$15,613,967
Beginning Fund Balance	\$1,987,133	\$2,280,487	\$2,280,487
Ending Fund Balance	\$2,280,487	\$2,280,487	\$2,280,487

		Actual 2013-2014	Estimated 2014-2015	Proposed 2015-2016
<u>RISK MANAGEMENT FUND:</u>				
REVENUES				
Other Sources		\$3,877,097	\$3,819,190	\$3,604,448
Total Revenues		<u>\$3,877,097</u>	<u>\$3,819,190</u>	<u>\$3,604,448</u>
EXPENDITURES				
Personnel Costs		\$287,348	\$297,990	\$304,304
Other Costs		4,325,054	3,521,200	3,793,095
Total Expenditures		<u>\$4,612,402</u>	<u>\$3,819,190</u>	<u>\$4,097,399</u>
Beginning Fund Balance		\$2,605,846	\$1,870,541	\$1,870,541
Ending Fund Balance		\$1,870,541	\$1,870,541	\$1,377,590
<u>FLEET SERVICES FUND:</u>				
REVENUES				
Other Sources		\$2,258,393	\$2,201,288	\$2,458,402
Total Revenues		<u>\$2,258,393</u>	<u>\$2,201,288</u>	<u>\$2,458,402</u>
EXPENDITURES				
Personnel Costs		\$901,175	\$948,816	\$1,083,948
Other Costs		1,353,484	1,273,857	1,374,454
Total Expenditures		<u>\$2,254,659</u>	<u>\$2,222,673</u>	<u>\$2,458,402</u>
Beginning Fund Balance		\$204,402	\$208,136	\$186,751
Ending Fund Balance		\$208,136	\$186,751	\$186,751
<u>CAPITAL IMPROVEMENT PROJECTS FUND:</u>				
REVENUES				
Other Sources		\$214,104	\$4,820,416	\$8,000
Issuance of Debt		0	0	1,500,000
Total Revenue		<u>\$214,104</u>	<u>\$4,820,416</u>	<u>\$1,508,000</u>
EXPENDITURES				
Other Costs		\$60	\$200,000	\$6,128,116
Total Expenditures		<u>\$60</u>	<u>\$200,000</u>	<u>\$6,128,116</u>
Beginning Fund Balance		\$846,392	\$1,060,436	\$5,680,852
Ending Fund Balance		\$1,060,436	\$5,680,852	\$1,060,736
<u>TMBF/BOND FUND:</u>				
REVENUES				
Other Sources		\$1,461,200	\$1,039,480	\$350,000
Issuance of Debt		11,441,556	2,419,585	75,859,375
Total Revenue & Debt Issuance		<u>\$12,902,756</u>	<u>\$3,459,065</u>	<u>\$76,209,375</u>
EXPENDITURES				
Other Costs		\$20,440,565	\$16,579,000	\$105,000,000
Transfers Out		1,385,357	989,250	300,000
Total Expenditures & Transfers Out		<u>\$21,825,922</u>	<u>\$17,568,250</u>	<u>\$105,300,000</u>
Beginning Fund Balance		\$47,633,011	\$38,709,845	\$24,600,660
Ending Fund Balance		\$38,709,845	\$24,600,660	(\$4,489,965)